湛庐文化

财富汇

Theory U

Leading from the Future as It Emerges

[美] 奥托·夏莫（C. Otto Scharmer）◎著

邱昭良 王庆娟 陈秋佳◎译

徐莉俐◎审校

《第五项修炼·心灵篇》的理论内核

U型理论

感知正在生成的未来

「全新升级版」



浙江人民出版社

U型理论「全新升级版」

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ZHEJIANG PEOPLE'S PUBLISHING HOUSE

《U 型理论》视觉记忆图示

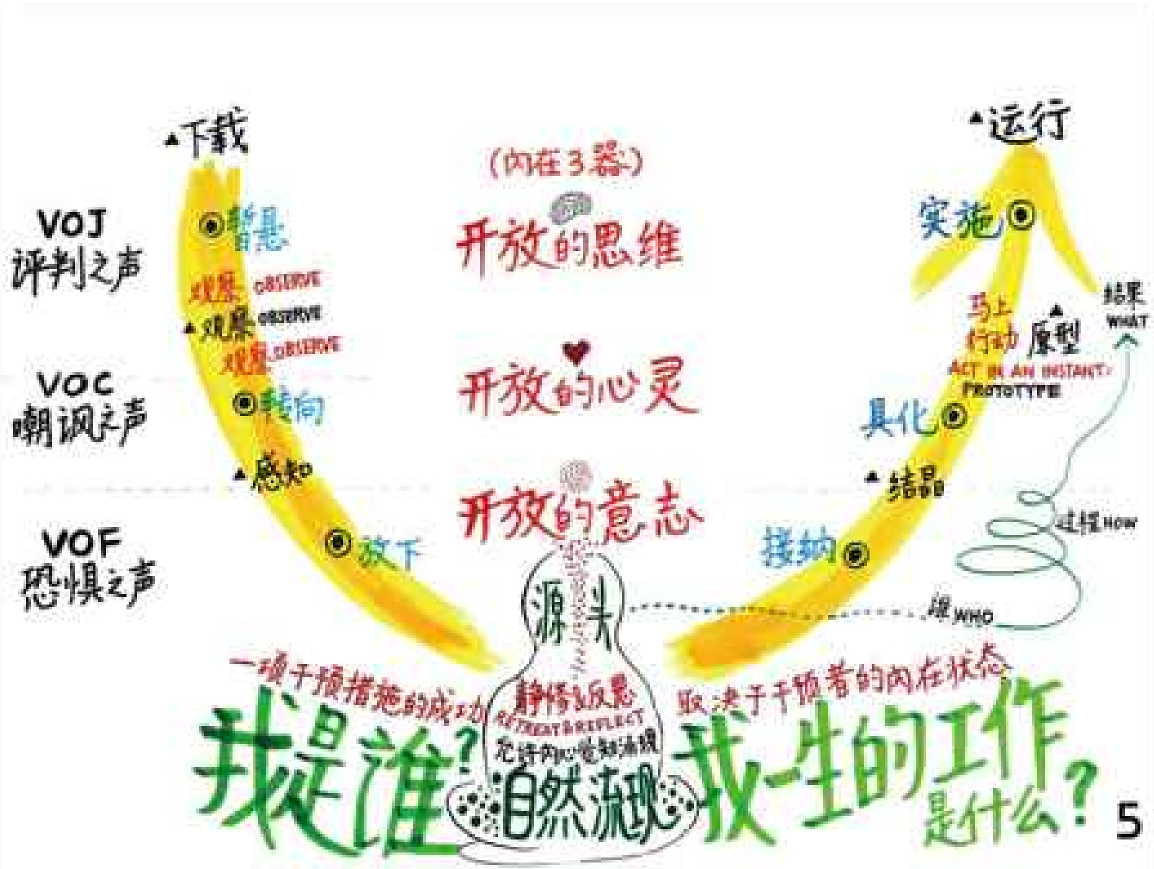



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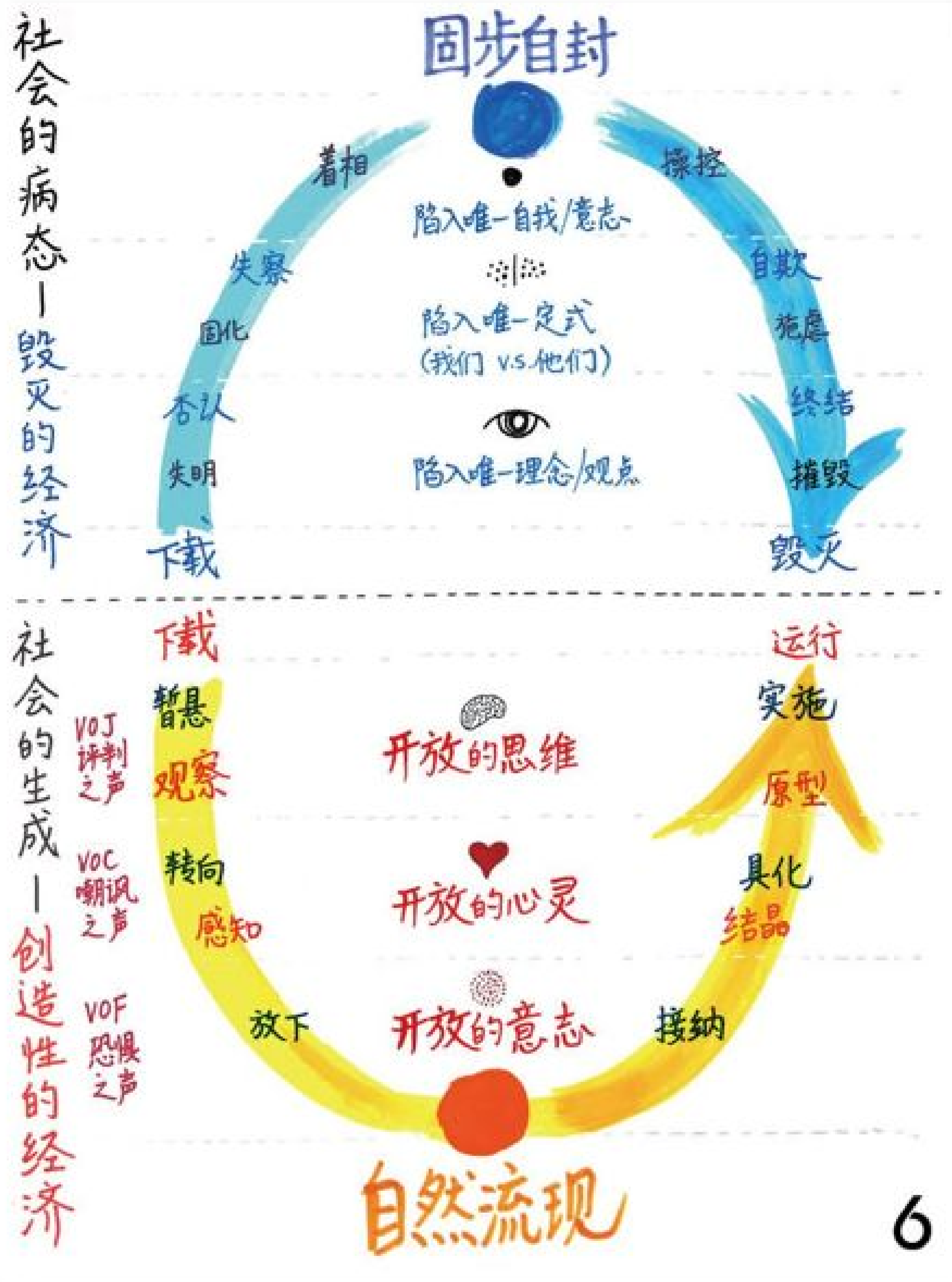


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创造
了解其他见解
新的核心活动&过程
深化
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对话
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再生
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人生目标
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3


感知5原则
美学=带感觉的感知
潜入感知体验
转向注意力
激活认知的深层能力
什么
困扰着你?
发自内心的问题
具有巨大的力量
力量来自于真诚
EXACT SENSORIAL IMAGINATION
精准的感官能力
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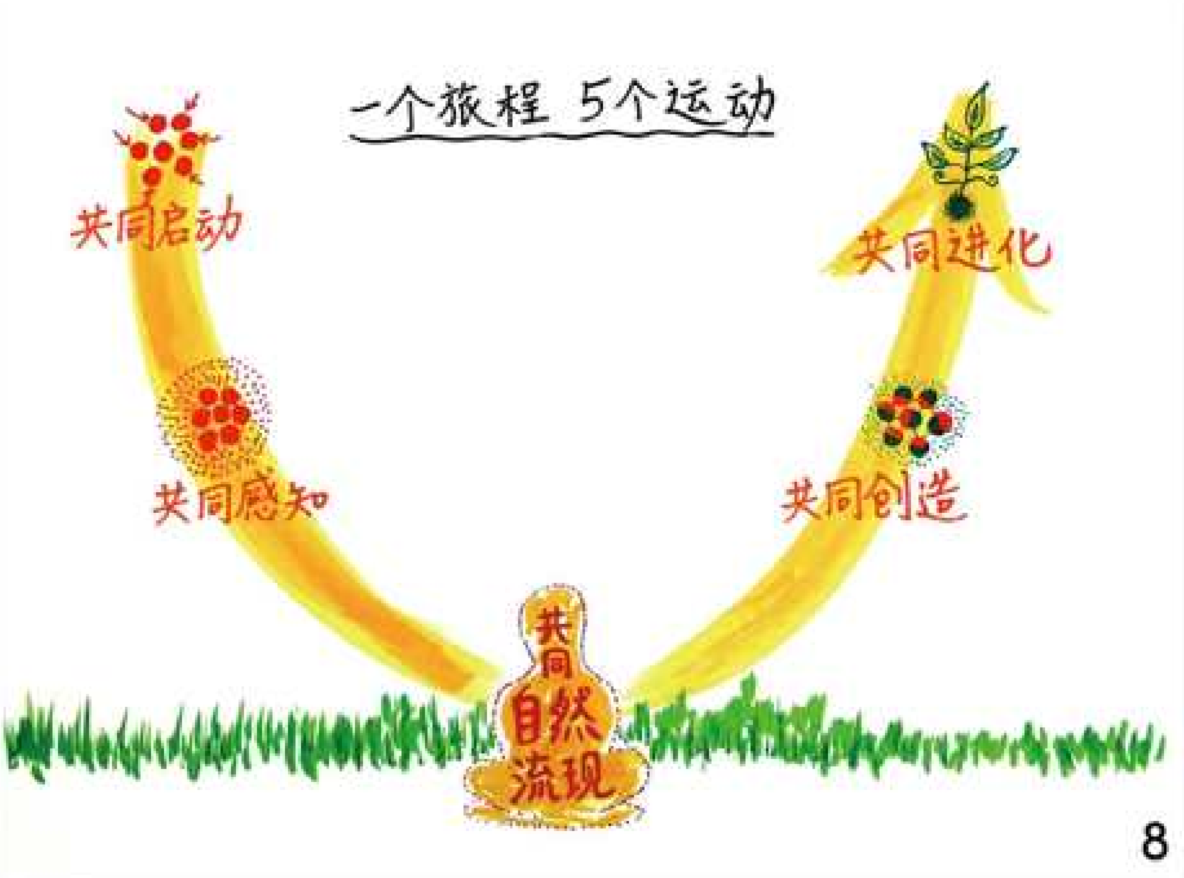


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源头
静修&反思
RETREAT&REFLECT
允许内心觉知涌现
自然流现
一项干预措施的成功
取决于干预者的内在状态
我是谁？
我一生的工作是什么？
5


社会的病态—毁灭的经济
固步自封
着相
失察
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(我们 v.s.他们)
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开放的心灵
开放的意志
运行
实施
原型
具化
结晶
接纳
自然流现



建构原型
～7个原则～
原型是在蓝图出现之前寻求与利益相关者对话反馈……
做中学
准备试点
快速实施&得到反馈
④它是快速的吗？
很快展现成果
③它是革新的吗？
是否能改变系统创新
⑤它是未经加工的吗？
在小范围内做原型
⑥它在相关性上是有效的吗？
善用资源
②它是对的吗？
从微观见到整体
⑦它是否能被复制推广传播？
①它是有意义的吗？
是否充满热情的元素
对于所有的主要利益相关者来说，有相关性
个人
体制
系统
与源头紧密联结
7



特别感谢视觉记忆师 李佩玉

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THEORY U

推荐序一

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THEORY U

Leading from the Future as It Emerges

引言

踏上发现的旅程

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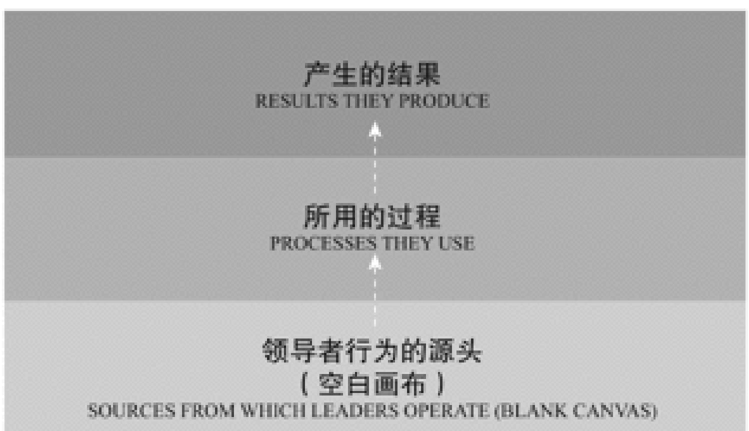


图 0—1　看待领导者工作的三种视角

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图 0—2 U型过程的5项运动

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[illegible] 4 [illegible]“[illegible]/[illegible]”（letting go / letting come）[illegible]“[illegible]”

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第一部分

发现我们的盲点

THEORY U

LEADING FROM THE FUTURE AS IT EMERGES

人类的行为可谓丰富多彩：交谈、欢笑、哭泣、冲突、玩耍、跳舞、祈祷。可是有没有人想过我们的行为从何而来？是源自于我们内心深处吗？还是源自于我们周围的什么地方？先来看看一个艺术家的创作行为，这有助于回答问题。我们可以从以下三个方面来看：首先可以看艺术家的创作结果，也就是"作品"，那些完成以后的图画。或者我们还可以观察他绘画的"过程"，看那沾满色彩的画笔如何描绘出美丽的图案。再或者，我们还可以观察他站在"空白画布前"的那个场景。正是这第三种观察角度引发了本书的指导性问题：在完全空白的画布前发生了什么事？是什么激发了艺术家落下第一笔？

这本书的目标读者是领导者们，即那些能带来创新或变革的个人或组织，我们称之为另一种"艺术家"。所有的领导者和创新者，无论是来自商业、社区、政府或者是非营利组织哪一个领域，他们都是在从事艺术家的行为——为世界带来创新。可现在的问题是，他们的行为源自何处？我们可以观察领导者们的作为，他们做事的方法，采取的策略和实施的过程，然而我们看不到其内心世界。在他们发挥最佳状态的时候，其行为源自何处？在他们毫无约束，任意妄为的时候，其行为又源自何处？

这些问题带领我们来到了一个新的领域，我称其为"盲点"。它指的是通常被我们忽略的一部分认知，是个人或社会体系运作的内在发源地或源头。在所有的体系中，每天都会出现盲点，只是其隐藏得很深。作为领导者和创造者，我们的任务就是找出盲点出现的形式。正如一位巴黎的认知科学和认识论教授弗朗西斯科 · J · 瓦瑞拉（Francisco J.Varela）告诉我的那样："当代科学的盲点就在于体验。"接下来，我们要展开一场"实地体验"、一场"学习旅程"，在这个过程中，我们将会对盲点了解得更多。

本书接下来的 7 章提供了 7 种不同的视角以探索盲点出现的不同方式，如在社会生活中、在科学研究中或在体制思考中，并以此作为我们这个时代的标志性特征。无论是个人、组织、机构、社会形态还是体制，都会遭遇盲点，它们将会以最深刻的本体论和认知论思想的形式显现在我们的理论和观念里。

我诚挚地邀请你与我一起探索盲点的几个不同领域。我首先从个人的角度开始，继而扩展到团队、组织、社会、社会科学，最终达到哲学的角度。

THEORY U

Leading from the Future as It Emerges

01

大火带来的启示

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THEORY U

Leading from the Future as It Emerges

02

踏上U型之旅

U[illegible]

[illegible]·[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]2 300[illegible] “[illegible]”[illegible]what[illegible] [illegible]episteme[illegible] [illegible]“[illegible]”[illegible]how[illegible] [illegible]phronesis, techne[illegible] [illegible]first principles[illegible]nous[illegible]sophia[illegible]

1994 [illegible] [illegible]·[illegible]Rick Ross[illegible]·[illegible]*The Fifth Discipline Fieldbook*[illegible]2—1[illegible]

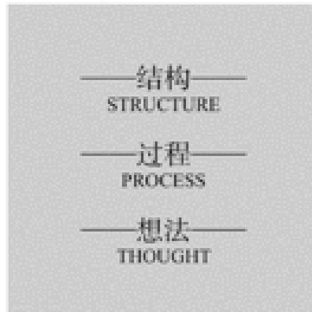


图 2—1　组织变革的层次

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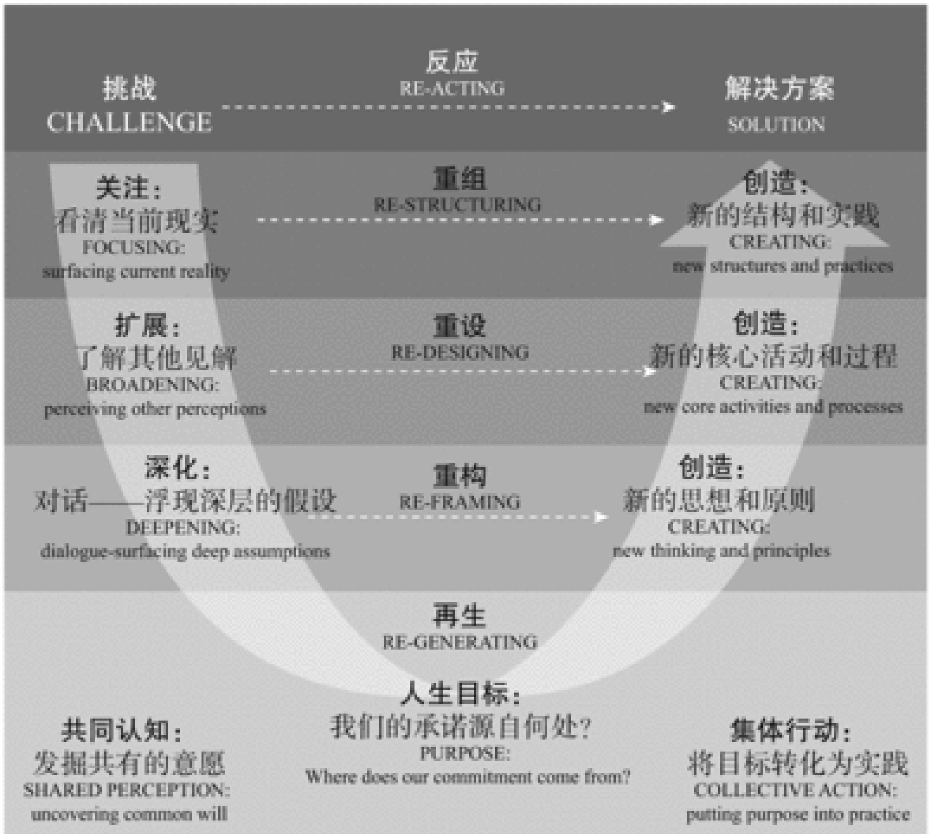


图 2—2　变革的 5 个层次

[illegible] U [illegible]“[illegible]”[illegible]perception[illegible]“[illegible]”[illegible]action[illegible]“[illegible]”[illegible]Re-acting[illegible]“[illegible]”[illegible]Re-generating[illegible]

[illegible]“[illegible]”[illegible]Kolb Learning Cycle[illegible]·[illegible]Chris Argyris[illegible]·[illegible]Donald Schön[illegible]Single Loop[illegible]Double Loop[illegible] “[illegible]”[illegible] “[illegible]”[illegible]“[illegible]”[illegible]U [illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“U[illegible]”[illegible]

[illegible]U[illegible]·[illegible]Ekkehard Kappler[illegible]·[illegible]Johan Galtung[illegible]·[illegible]Joseph Beuys[illegible]·[illegible]·[illegible]Henry David Thoreau[illegible]·[illegible]·[illegible]Edmund Husserl[illegible]·[illegible]Martin Fichte[illegible]·[illegible]Rudolf Steiner[illegible]U [illegible]“[illegible]”[illegible]

[illegible]*The Philosophy of Freedom*[illegible]·[illegible]Edgar Schein[illegible]“[illegible]”[illegible]U[illegible]

[illegible]·[illegible]

1999 [illegible]*Synchronicity: The Inner Path of Leadership*[illegible]·[illegible]Joseph Jaworski[illegible]

[illegible]Texaco[illegible]

[illegible]“[illegible]”[illegible]Santa Fe Institute[illegible]·[illegible]Brian Arthur[illegible]Palo Alto[illegible]Xerox PARC[illegible]20 [illegible] 70 [illegible]Macintosh[illegible] Adobe [illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]‘[illegible]’[illegible]understanding[illegible]‘[illegible]’[illegible]knowing[illegible]”

“[illegible]”[illegible]“[illegible]——[illegible]‘[illegible]’[illegible]”[illegible]“[illegible]”

[illegible]

[illegible]“[illegible]” [illegible]·[illegible]——[illegible]“[illegible]

[illegible]”[illegible]“[illegible]”

[illegible]“[illegible]”[illegible]“[illegible]‘[illegible]’[illegible]”

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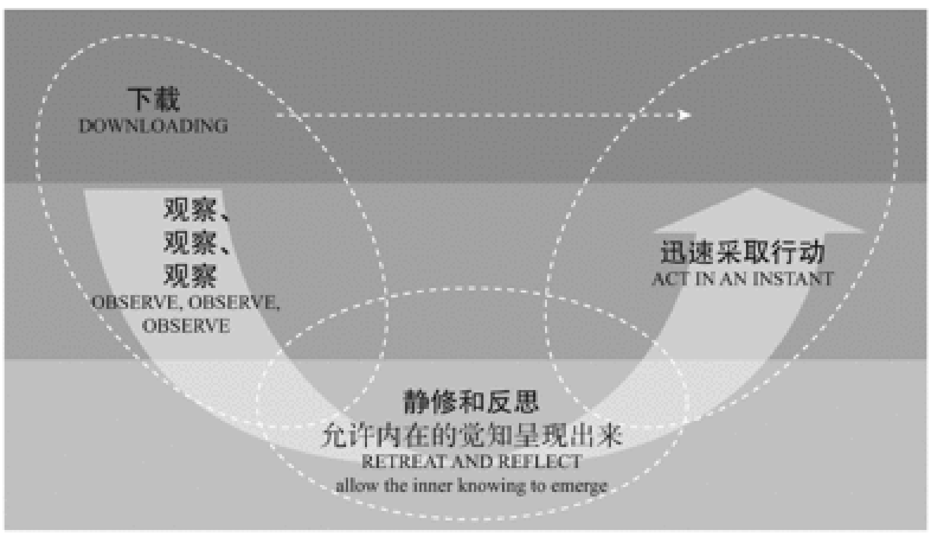


图 2—3　U 型过程的三个步骤

[illegible]*Synchronicity*[illegible]

[illegible]

[illegible] U [illegible]·[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]thresholds[illegible]“[illegible]”[illegible]

[illegible]·[illegible]·[illegible]Michael Jung[illegible]1996 [illegible]“[illegible]……[illegible]”

2000 [illegible] 1 [illegible] 2001 [illegible]“[illegible]”[illegible]contemplative practices[illegible]“[illegible]”[illegible]“19[illegible] 80 [illegible] 5 [illegible]4 [illegible]‘[illegible]’[illegible]samatha[illegible]”

“[illegible]”[illegible]*On Becoming Aware*[illegible]“[illegible]”“[illegible]

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□letting-go□□”

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[illegible]“[illegible]”——U [illegible] U [illegible] U [illegible]



图 2—4　U 型过程的开启阶段

[illegible]

‖[illegible] **U** [illegible]‖

[illegible] U [illegible]4[illegible] U [illegible] 2—5[illegible]

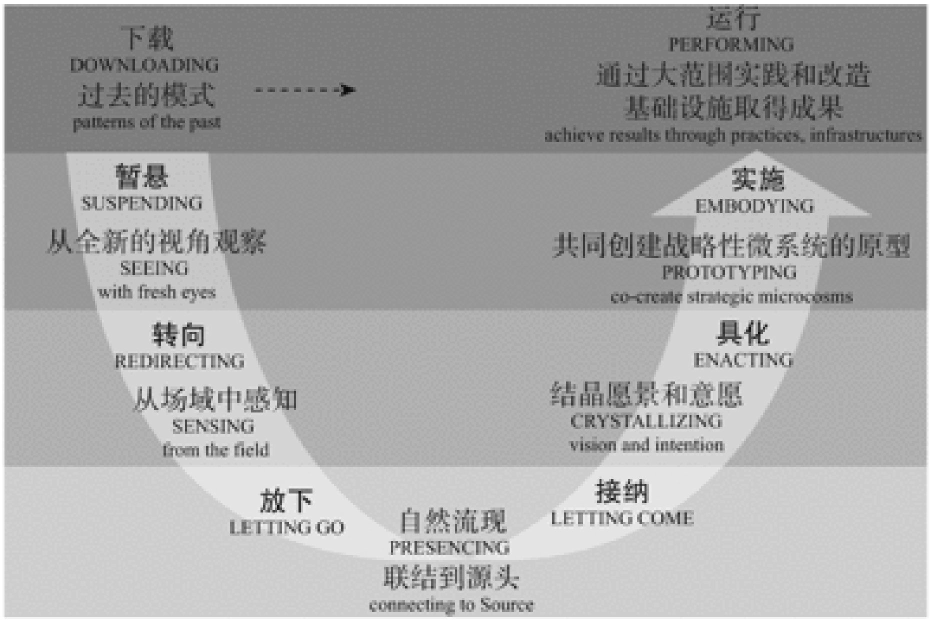


图 2—5　完整的 U 型图：6 个转折点

U [illegible] 5 [illegible]

1[illegible]three instruments[illegible]

[illegible]U [illegible] 1 [illegible] 2 [illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]——[illegible]“[illegible]”[illegible] 2—6[illegible]

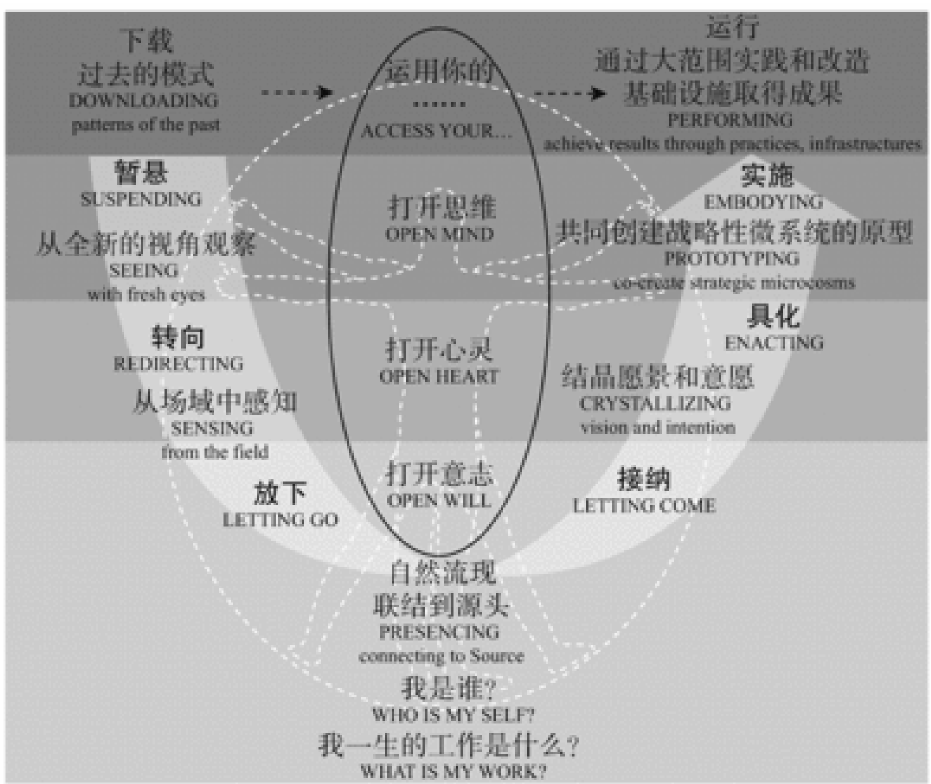


图 2—6　内在三器：打开思维、打开心灵和打开意志

[illegible]IQ[illegible]

[illegible]EQ[illegible]

[illegible]“[illegible]”[illegible]SQ[illegible]

[illegible]

2[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]self[illegible]“[illegible]”[illegible]Self[illegible]

[illegible]“[illegible]”[illegible]

[illegible]U [illegible]“[illegible]”[illegible]——[illegible]“[illegible]”[illegible]Self[illegible]“[illegible]”[illegible]ego[illegible]“[illegible]”[illegible]self[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible] 2—7[illegible]

[illegible]——[illegible]

3[illegible]

[illegible] U [illegible]“[illegible]”[illegible] 2—8[illegible]

[illegible]·[illegible]Michael Ray[illegible]“[illegible]”[illegible]Voice of Judgment[illegible] VOJ[illegible]

[illegible]“[illegible]”[illegible]Voice of Cynicism[illegible]VOC[illegible]

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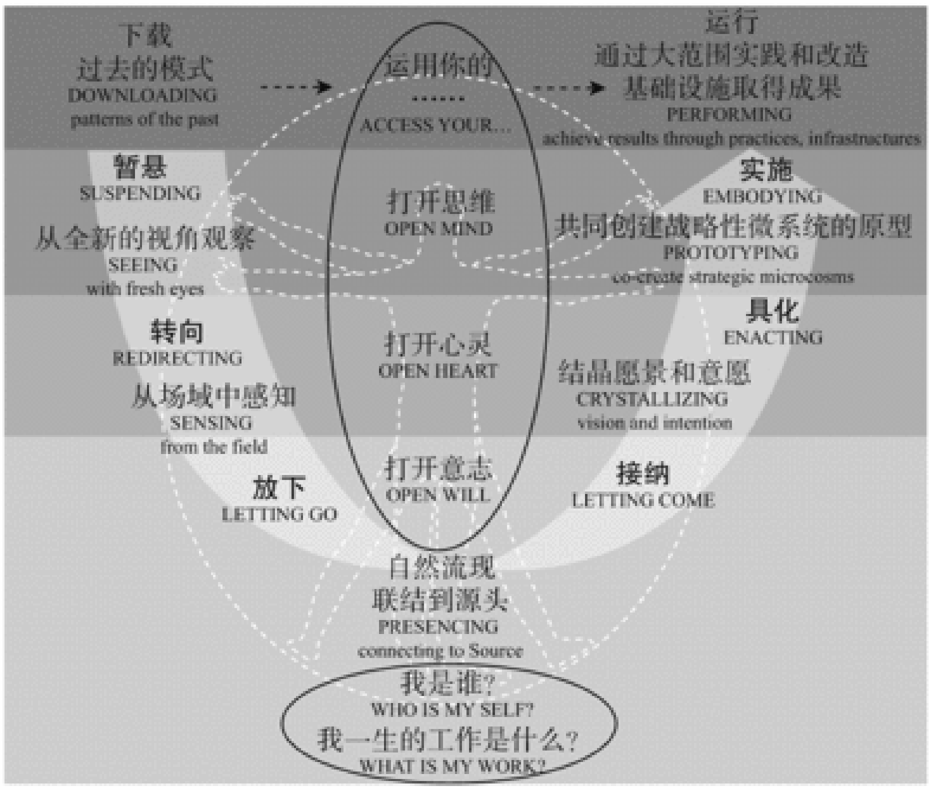


图 2—7　最重要的工具：你自己

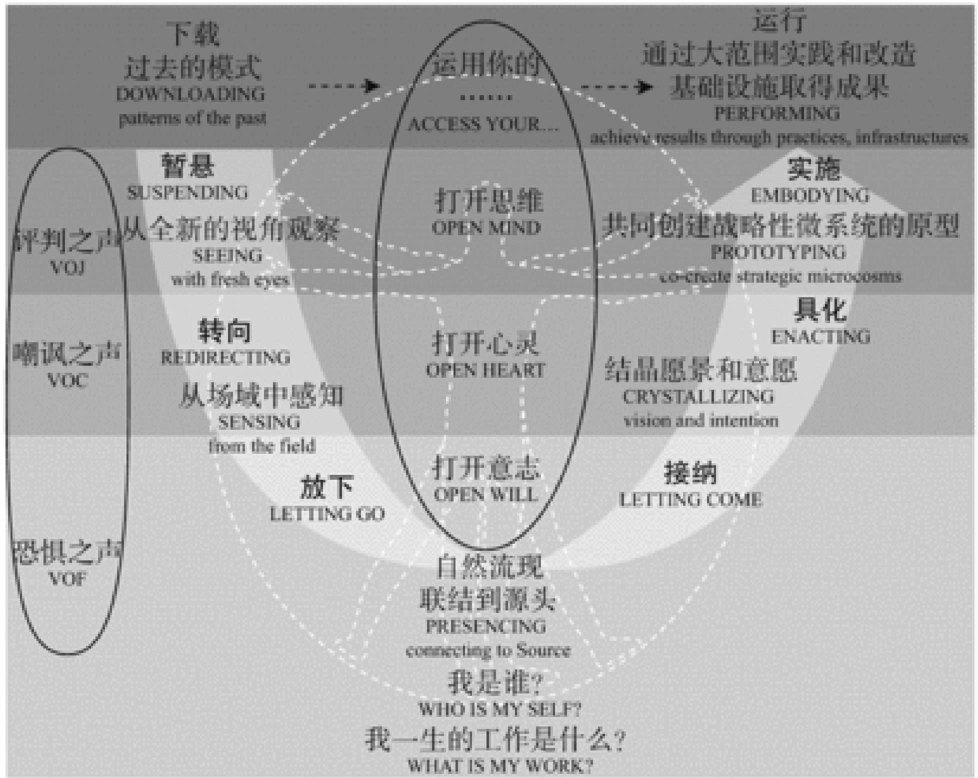


图 2—8　面对三个敌人：VOJ、VOC、VOF

[illegible]“[illegible]”[illegible]Voice of Fear[illegible] VOF[illegible]VOF[illegible]

4[illegible]U[illegible]——[illegible]

[illegible] U[illegible] U [illegible]U [illegible]

[illegible]——[illegible]

[illegible] U [illegible]

[illegible] U [illegible] U [illegible]

[illegible] 2—9[illegible]

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- ◎ [illegible]
- ◎ [illegible]

5[illegible]

[illegible]

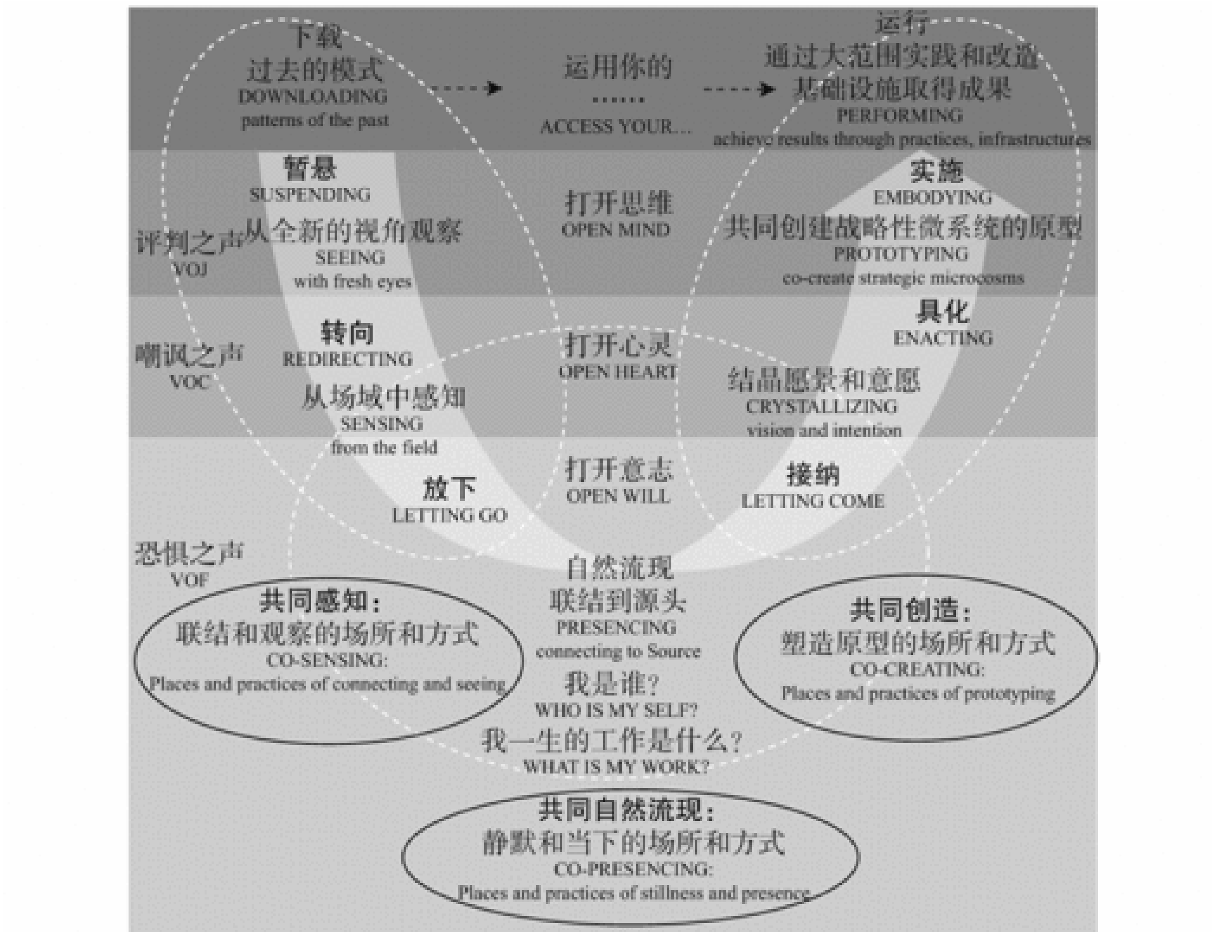


图 2—9　建立三种基础结构

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]·[illegible]Adam Kahane[illegible]1943[illegible]Rosenstrasse[illegible],[illegible]anti-emergence[illegible],[illegible]

[illegible]“[illegible]”[illegible]

THEORY U

Leading from the Future as It Emerges

03

学习和变革的4个层次

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[illegible] 1 [illegible] attention field [illegible]

[illegible] 20 [illegible] 90 [illegible]

1994 [illegible] *Reflective Modernization of Capitalism: A Revolution from Within* [illegible]

[illegible] visible [illegible]“[illegible]”[illegible]

[illegible] 3—1 [illegible] 4 [illegible] 1 [illegible] 2 [illegible] 3 [illegible] 1 [illegible] 2 [illegible]



图 3—1　学习和变革的 4 个层次

[illegible]

[illegible]

[illegible]1994 [illegible]·[illegible]“[illegible]”

[illegible]

[illegible]·[illegible]*The Fifth Discipline*[illegible]“[illegible]”

[illegible]——“[illegible]”[illegible]–[illegible]·[illegible]Karl-Henrik Robèrt[illegible]“[illegible]‘[illegible]——[illegible] 3 [illegible]’[illegible]”

[illegible]——“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”

“[illegible]”[illegible]“‘[illegible]’[illegible]”

[illegible]

“[illegible]”[illegible]“[illegible]‘[illegible]’[illegible]”

“[illegible]‘[illegible]matter[illegible]mind[illegible]’[illegible]”

[illegible]——[illegible]

[illegible]

[illegible]“[illegible]”

[illegible] “[illegible]”[illegible] [illegible]“[illegible]”[illegible] [illegible]“[illegible]”[illegible]·[illegible]David Bohm[illegible]“[illegible]‘[illegible]’”

“[illegible]”[illegible]“[illegible] [illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]

[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]’……[illegible]”

[illegible]“[illegible]”

[illegible]——[illegible]

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[illegible]，[illegible]——[illegible]

[illegible]“[illegible] – [illegible] – [illegible] – [illegible] – [illegible]”[illegible]

[illegible]

[illegible]“[illegible]‘[illegible]’[illegible]

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THEORY U

Leading from the Future as It Emerges

04 组织的盲点

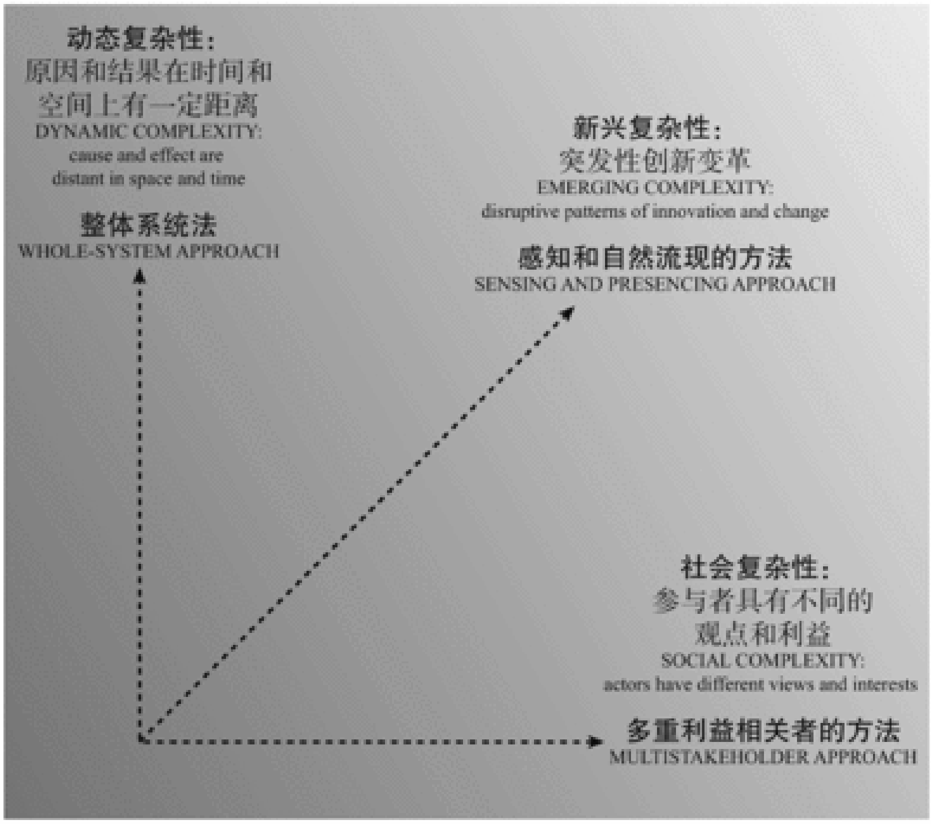


图 4—1　复杂性的三种类型

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[illegible]——[illegible]

[illegible]

[illegible]（disruptive change）[illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]

[illegible]——[illegible]11~13 [illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]U[illegible]“[illegible]”[illegible]

[illegible]

[illegible]what[illegible]how[illegible]how[illegible]where[illegible]how[illegible]who[illegible]

[illegible]1996[illegible]·[illegible]Richard LeVitt[illegible]“[illegible]”[illegible]“[illegible] 20 [illegible] 80 [illegible]TQM[illegible]TQM[illegible]”

[illegible]“[illegible]”

[illegible]

[illegible] 4—2 [illegible] 12 [illegible]

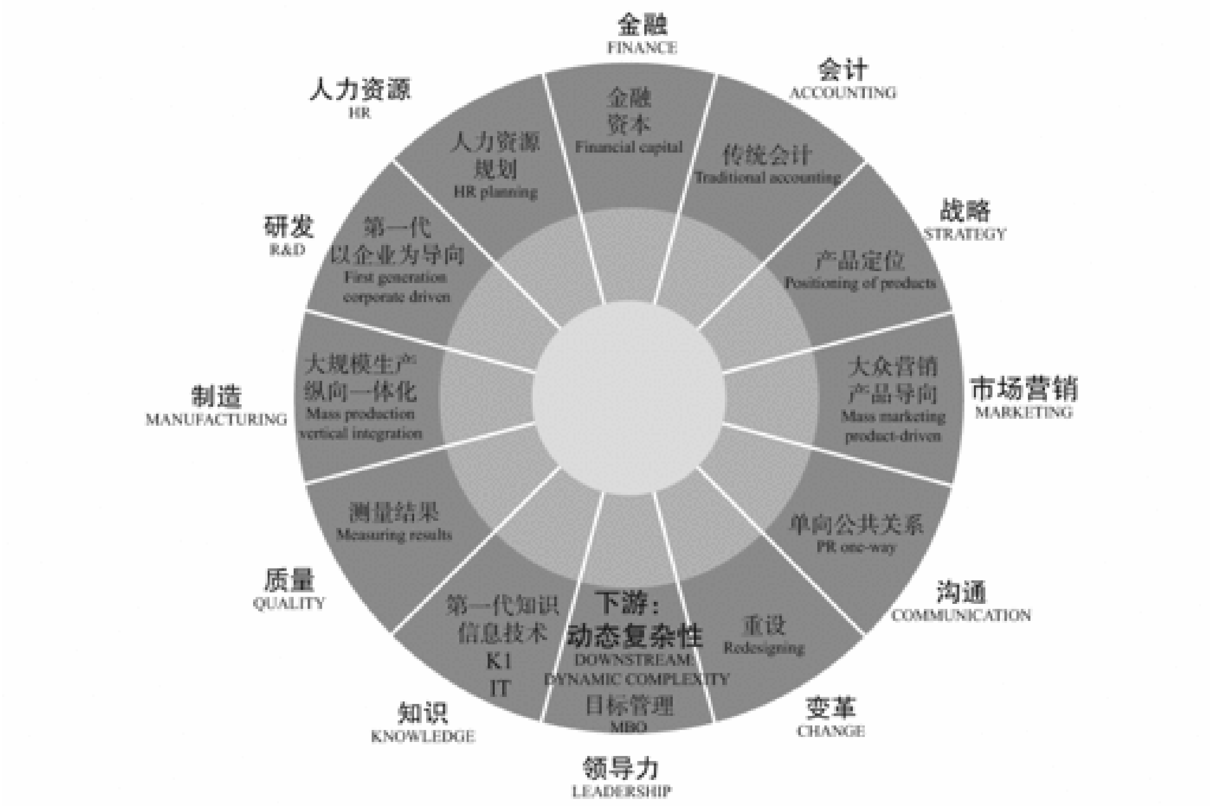


图 4—2　12 项管理职能：下游的观点

[3]

[illegible]

‖[illegible]‖

[illegible] 4—2 [illegible][4] [illegible]——[illegible]“[illegible]”[illegible]

20 [illegible] 80 [illegible] 90 [illegible] 4—3 [illegible] ABC [illegible]“[illegible]”[illegible]



图 4—3　12 项管理职能：中游的观点

[illegible]

‖[illegible]‖

[illegible] 20 [illegible] 90 [illegible] 4—4[illegible]·[illegible]

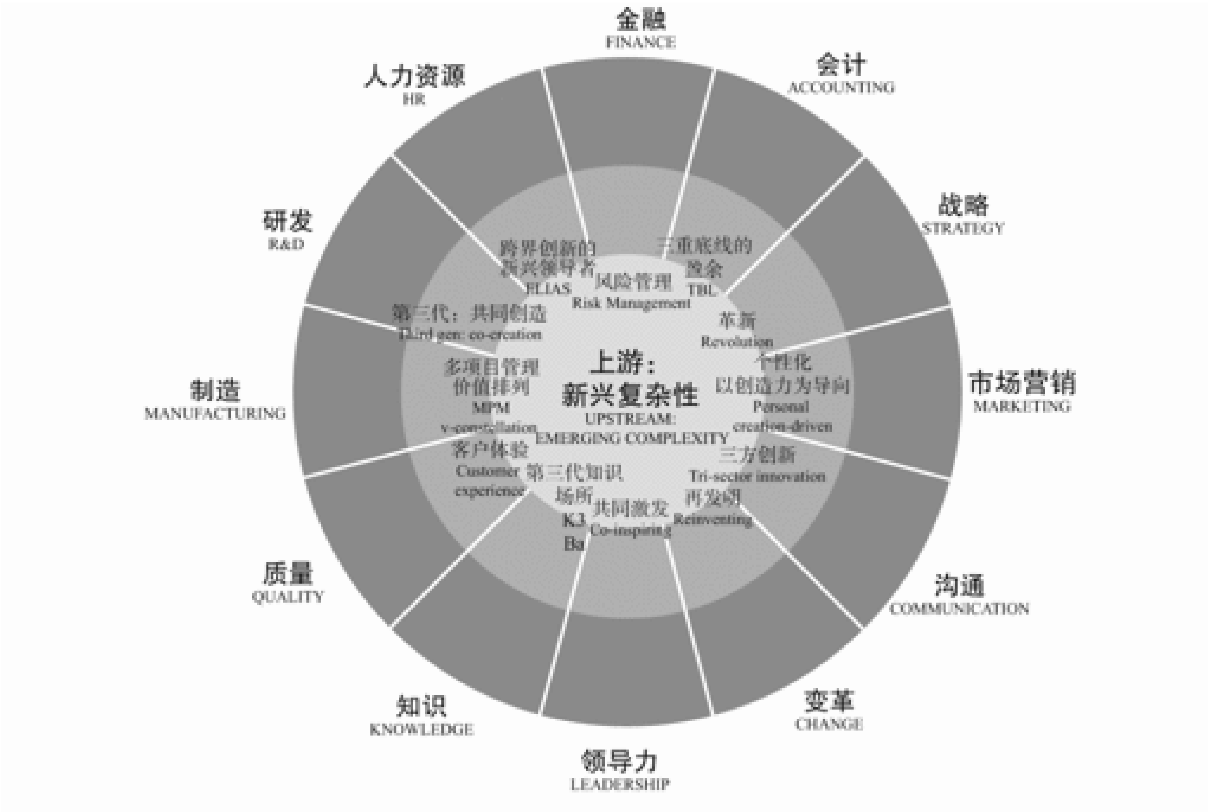


图 4—4　12 项管理职能：上游的观点

[5]

[illegible]

[illegible]–[illegible]1990[illegible]·[illegible]Gary Hamel[illegible]C.K.Prahalad[illegible]*Harvard Business Review*[illegible]“[illegible]”[illegible]*The Core Competence of the Organization*[illegible]–[illegible]

[illegible] 1996 [illegible]·[illegible] 5 [illegible] 1996 [illegible]“[illegible]”[illegible]*Strategy as Revolution*[illegible]2002 [illegible]*Leading the Revolution*[illegible]

[illegible] 20 [illegible] 90 [illegible]

[illegible]*Competing for the Future*[illegible]“[illegible]——[illegible]”[illegible]“[illegible]Pre-market competition[illegible]”

[illegible]“[illegible]……[illegible] 9 [illegible]”

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[illegible] 2005 [illegible] *The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profits* [illegible] 2 [illegible] 30 [illegible] “[illegible]” [illegible] 4—4 [illegible] “[illegible]” [illegible]

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图 4—5 知识的三种形式

[illegible]·[illegible]Michael Burtha[illegible]“[illegible]”[illegible]Ikujiro Nonaka[illegible]Hirotaka Takeuchi[illegible]*The Knowledge-Creating Company*[illegible]“[illegible] [illegible]”[illegible]

[illegible] 20 [illegible] 90 [illegible]20[illegible]90[illegible]21[illegible]“[illegible]”[illegible]“[illegible]”[illegible]place[illegible] [illegible]Ba[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]*Relevance Lost: The rise and Fall of Management Accounting*[illegible]·[illegible]H.Thomas Johnson[illegible]

“[illegible]·[illegible] 20 [illegible] 20 [illegible] T [illegible]”

“[illegible]……”

“[illegible]decouple[illegible]……”

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“20 [illegible] 70 [illegible]”[illegible]·[illegible]“[illegible]8 [illegible] 20~30 [illegible] 20 [illegible] 80 [illegible] 6~10 [illegible]”

[illegible]“[illegible]”[illegible]Lean Production[illegible] 4—6 [illegible]

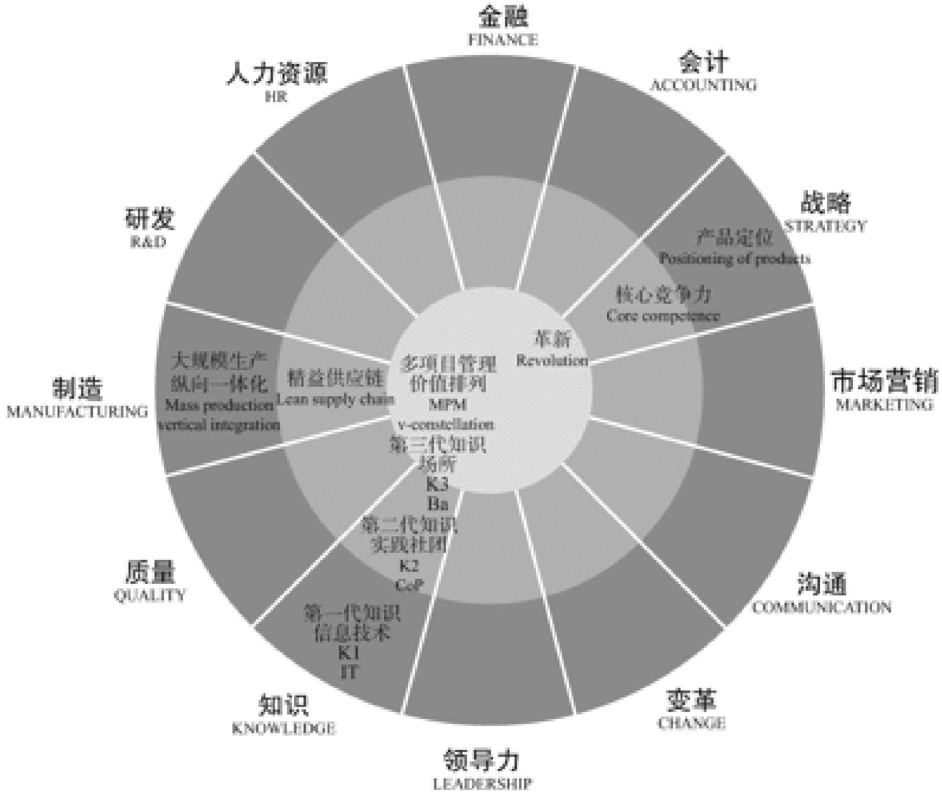


图 4—6　从下游到上游的焦点转移

[illegible] Michael A.Cusumano [illegible] Kentaro Nobeoka [illegible]“[illegible]”[illegible] multiproject management [illegible] 30% [illegible] 40% [illegible]

[illegible]“[illegible]”[illegible]

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[illegible]“[illegible]”[illegible]——[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]·[illegible]Tom Peters[illegible]·[illegible]Robert Waterman[illegible]“[illegible]”[illegible]

[illegible]4—4[illegible]“[illegible]”[illegible]Saatchi & Saatchi[illegible]·[illegible]Kevin Robert[illegible]“[illegible]21 [illegible]”

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”

[illegible]Cambridge[illegible]·[illegible]

[illegible]——[illegible]“[illegible]”[illegible]

[illegible]·[illegible]Mark Rothko[illegible]·[illegible]John Cage[illegible]4'33" [illegible]*4'33" Tacet for Large Orchestra*[illegible] 4 [illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

[illegible]·[illegible]Jim Collins[illegible] 1965—1995 [illegible] 30 [illegible]“[illegible] 500 [illegible]”[illegible] 1 400 [illegible] 11 [illegible] 15 [illegible] 3 [illegible] 15 [illegible]——[illegible]“[illegible] 5 [illegible]”[illegible]“[illegible]”[illegible]“[illegible]——[illegible]”[illegible]

[illegible] CEO [illegible]

[illegible]·[illegible]Eleanor Rosch[illegible]“[illegible]”[illegible]primary knowing[illegible]

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表 4—1 变化的经济环境

	商品 Goods	服务 Services	创新 Innovation
价值创造的焦点 Focus of value creation	生产标准化产品 Make standard products	定制化的服务 Deliver customized services	筹划并共同创造个性化体验 Stage and co-create personalized experiences
顾客是 Customer as	大规模市场营销的目标 Target for mass marketing	大规模定制化的目标 Target for mass customization	共同创造的合作伙伴 Partner for co-creation
经济类型 Economics	规模经济 Economies of scale	范围经济 Economies of scope	自然流现的经济 Economies of presencing
组织模型 Organizational model	职能化，单一领域：规模生产 Functional, single sphere: mass production	区域化，两个领域：生产、用户界面 Divisional, two spheres: production; customer interface	网络化，三个领域：生产、用户界面、创新 Networked, three spheres: production; customer interface; innovation
创新动力的发源地 Locus of entrepreneurial impulse	本组织的中心（关注产品） Center of one's own organization（product focus）	本组织的外环（关注顾客） Periphery of one's own organization（customer focus）	本组织的周围区域（关注共同创造） Surrounding sphere of one's own organization（co-creation focus）
与顾客的关系逻辑 Relationship logic with customers	产品导向（推型） Product driven（push）	服务导向（拉型） Service driven（pull）	共同创造导向（同在型） Co-creation driven（presence）
主要阶层 Primary class	工作阶层 Working class	服务阶层 Service class	创造阶层 Creative class
管理思维模式 Managerial mind-set	世界就是这样的（自我＝旁观者） The world is as it is（self=onlooker）	世界在人们的互动中不断演进（自我＝参与者） The world evolves as people interact（self=participant）	世界在我们选择参与时生成（自我＝共同创造的源头） The world arises as we choose to attend（self=source of co-creation）

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Leading from the Future as It Emerges

05 社会的盲点

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[illegible]“[illegible]”（real virtuality）[6][illegible]

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[illegible]·[illegible]Daniel Pinchbeck[illegible]“[illegible]300[illegible]30[illegible]10[illegible]8[illegible]——[illegible]”[illegible]

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[illegible]IMF[illegible]

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[illegible] IMF [illegible]SAPs[illegible] 20 [illegible] 70 [illegible] 500 [illegible]

[illegible]*Confessions of an Economic Hit Man*[illegible]·[illegible]John Perkins[illegible]

[illegible]“[illegible]”[illegible]BRICS[illegible]“[illegible]”[illegible] OECD[illegible]“[illegible]”[illegible]NDCs[illegible]

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[illegible]*Bowling Alone*[illegible]·[illegible]Robert Putnam[illegible]

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[illegible] Carnegie Mellon University [illegible]·[illegible] Richard Florida [illegible]“[illegible]”[illegible]“[illegible]”[illegible] 3 800 [illegible] 30% [illegible]

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[illegible]265DC[illegible] 97% [illegible]

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[illegible]·[illegible]Robert Wuthnow[illegible]40% [illegible]“[illegible]”（quiet revolution）[illegible]

[illegible]“[illegible]”[illegible]（Mihaly Csikszentmihalyi）[illegible]（flow）[illegible]·[illegible]（Bill Isaacs）[illegible]MIT [illegible]

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[illegible]“[illegible]”[illegible]·[illegible]*Journal of Consciousness Studies*[illegible]“[illegible]”[illegible]“[illegible]”[illegible]·[illegible]Paul Ray[illegible] 10 [illegible]“[illegible]”[illegible] 26%[illegible] 30%~35%[illegible]

[illegible]Environics[illegible] 1500 [illegible]“[illegible]”[illegible] 1996 [illegible] 17% [illegible] 2000[illegible] 26%[illegible]“[illegible]”[illegible] 1996 [illegible] 32% [illegible] 2000 [illegible] 41%[illegible]

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[illegible]“[illegible]”[illegible] 16 [illegible] 10 [illegible]Brokdorf[illegible] 20 [illegible] 70 [illegible]

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表 5—1 问题列表

冲突力量的舞台 Arenas of Clashing Forces	核心划分 CORE DIVIDES 社会经济问题 Social-economic Issues	生态问题 Ecological Issues	文化精神问题 Cultural-spiritual Issues
舞台 I：系统 19 世纪的观点：客观性占主导地位	富人和穷人之间的隔阂和冲突（社会公正）	文明与自然之间的隔阂与冲突（环境保护）	文化或文明间的隔阂与冲突（发展）
Arena I: Systems A 19th-century view: Primacy of objectivity	Gap and clash between haves and have nots （social justice）	Gap and clash between civilization and nature （environmental protection）	Gap and clash between cultures or civilizations （development）
舞台 II：实施人与组织 20 世纪的观点：主体间性占主导地位	系统规则和生活世界之间的冲突（批判理论）	旧的产业设计与生态系统设计之间的冲突（摇篮至摇篮）	物质主义与反物质主义之间的冲突（价值变迁）
Arena II: Agency A 20th-century view: Primacy of intersubjectivity	Clash of systemic imperatives vs. life-world （critical theory）	Clash of old industrial designs versus eco-systemic design （cradle to cradle）	Clash of materialism versus antimaterialism （value shift）
舞台 III：源头 21 世纪的观点：超主体性占主导地位	自我与他人之间的分离 * 我和你（对话）	自我和感觉的分离 * 通过我们的感知觉醒（感知）	小我和大我的分离 * 小我 - 大我（self-Self）= 把现在的我和未来最好的大我相联结（自然流现）
Arena III: Sources A 21st-century view: Primacy of transsubjectivity	Separation of self from the other *I-Thou（dialogue）	Separation of self from the senses *awakening through our senses（sensing）	Separation of self from Self *self-Self = connecting the current with the best future Self（presencing）

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[illegible]·[illegible]Ted Nordhaus[illegible]·[illegible]Michael Shellenberger[illegible]

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[illegible]·[illegible]Ken Wilber[illegible][8][illegible]“[illegible]”[illegible]AQAL[illegible]·[illegible]·[illegible]Karl Popper[illegible]“[illegible]”[illegible]interobjectivity[illegible]

[illegible]·[illegible]Don Beck[illegible]·[illegible]Christopher Cowan[illegible] [illegible]preconventional[illegible] [illegible]conventional[illegible] [illegible]postconventional[illegible]

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1999 [illegible] 11 [illegible] 30 [illegible] “20 [illegible]” [illegible] “[illegible]”

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THEORY U

Leading from the Future as It Emerges

06 科学的哲学基础

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[illegible]“[illegible]”[illegible]action scientists[illegible]

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2000 [illegible]·[illegible]9 [illegible]“[illegible]”

[illegible]emergence[illegible]embeddedness[illegible]

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[illegible]S1[illegible]K1[illegible]1[illegible] S1[illegible] S2[illegible]2[illegible] K1[illegible] K2[illegible]

表 6—1 20 世纪的系统理论：认识论和本体论的基础

	K1 显性知识： 独立于情境 K1 Explicit Knowledge: Independent of Context	K2 隐性知识： 基于情境 K2 Tacit Embodied Knowledge: Situated in Context	K3 自我超越型“原知”： 尚未实体化 K3 Self-transcending “Primary Knowing”: Not Yet Embodied
S1 线性系统 简单系统 S1 Linear systems Simple systems	“过去的主流”： 传统系统理论 “Old mainstream”： Conventional systems theory	情境式行动： 所有觉知都发生在一定情境中 Situated action: All knowing happens in a context	盲点：觉知的源头 Blind spot: sources of knowing
S2 非线性动态系统 自我再生系统 S2 Nonlinear, dynamic systems Autopoietic systems	非线性的动态系统理论： 说明涌现现象 Nonlinear, dynamic systems theory: Accounts for the phenomenon of emergence	“新兴的主流”： 说明涌现和基于情境两种现象 “New mainstream”： Accounts for both emergence and being situated in context.	
S3 深度涌现的源头 自我超越型系统 S3 Sources of deep emergence Self-transcending systems	盲点：涌现的源头 Blind spot: sources of emergence		

[illegible]·[illegible]Etienne Wenger[illegible]·[illegible]Jean Lave[illegible]

[illegible]·[illegible]John Brown[illegible]·[illegible]Alan Collins[illegible]·[illegible]

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第二部分

进入U境

THEORY U

LEADING FROM THE FUTURE AS IT EMERGES

在引言中，我曾提到过我们全家每周日都要到农场上散步，我父母借这个机会可以了解农场土壤的状态。我们不时地停下来，弯下腰，用手捡起一小撮土壤，仔细观察。本书也将引导读者进行场域漫步，使我们有机会更为准确而清晰地观察自己的盲点。本书第一部分得出的结论是，为了应对当今时代的诸多挑战，我们需要学习改变关注的方式，也就是我们注意力的场结构。我们使用注意力的方式，我们行为的内在发源地，正是存在于社会所有层次上的盲点。

在本部分，我们将关注注意力场结构转变的核心过程。它有助于我们辨明盲点里各种不同的过程、转折和疆域。这部分将为 U 型理论打下坚实的基础。

从核心上讲，U 型理论区别了行动生成的各个不同层次，亦即我们行动的不同质量。任何社会实体或生命系统都可以基于多个内在场域而运行。而挑战则在于我们未能察觉、未能激活这些内在场域。

通过描述盲点的布局特点，U 型理论为我们提供了全新的语言和路线图，使我们跨越界点，启动真正的变革和创新。为了完成这一任务，我们必须转换自己及所在系统的行为发源地。这是一项艰巨的任务，然而我相信，这正是我们当今时代领导力的精髓所在。

THEORY U

Leading from the Future as It Emerges

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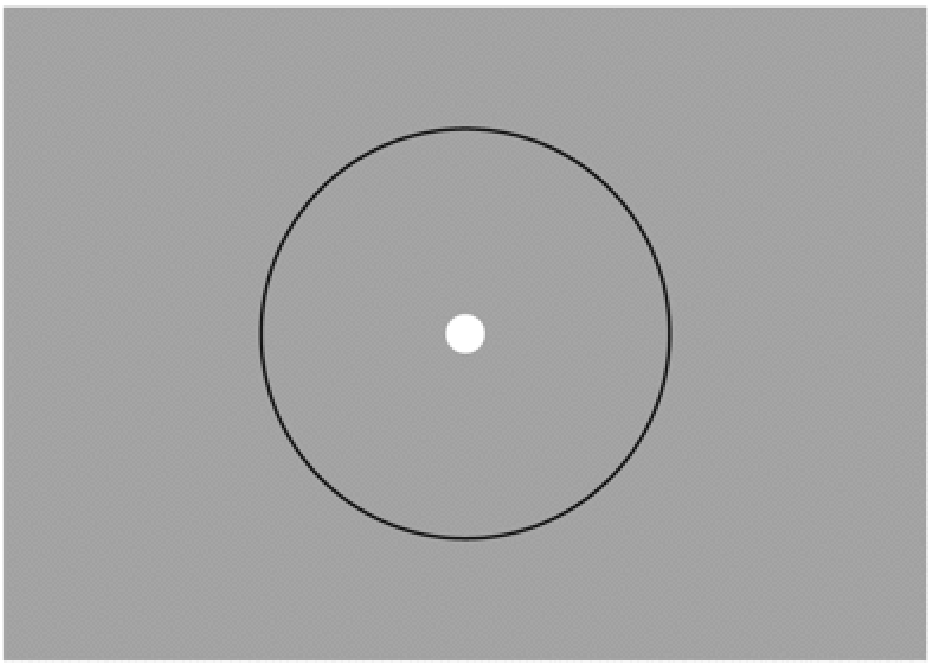


图 8—1 下载的场结构

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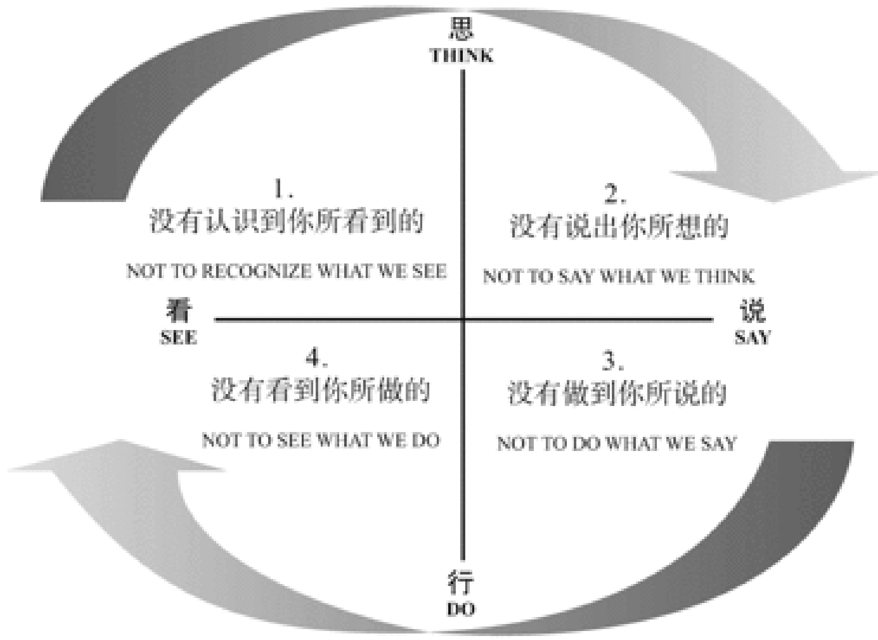


图 8—2　组织学习和变革的 4 重障碍

THEORY U

Leading from the Future as It Emerges

09 观察

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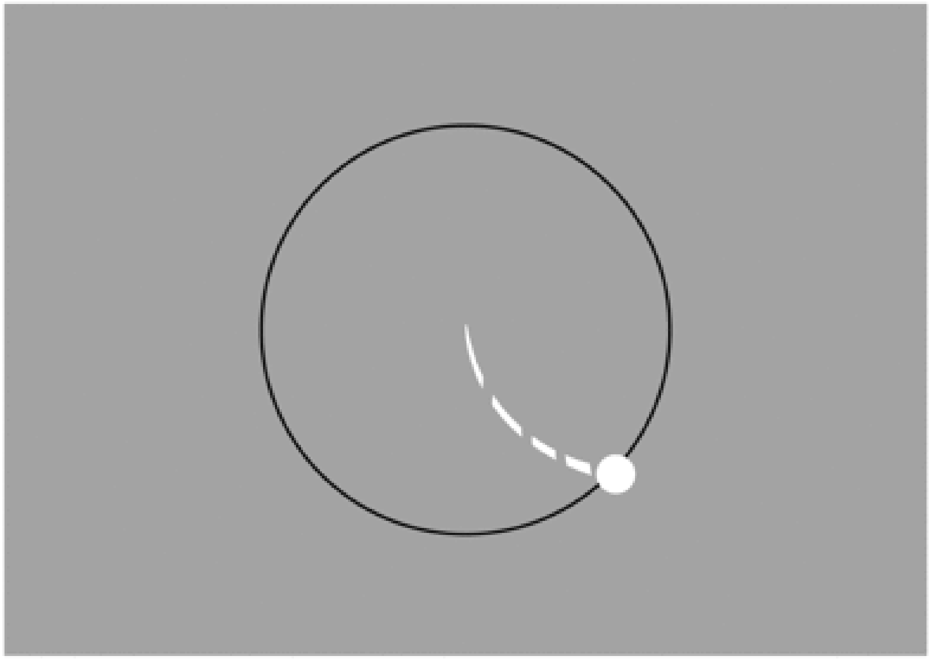


图 9—1　观察的场结构

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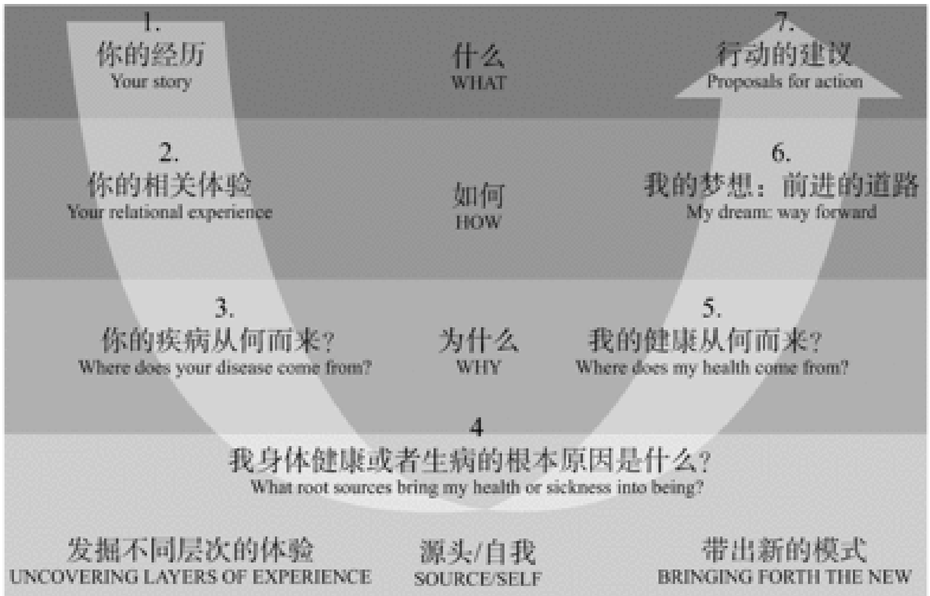


图 9—2　聆听图解

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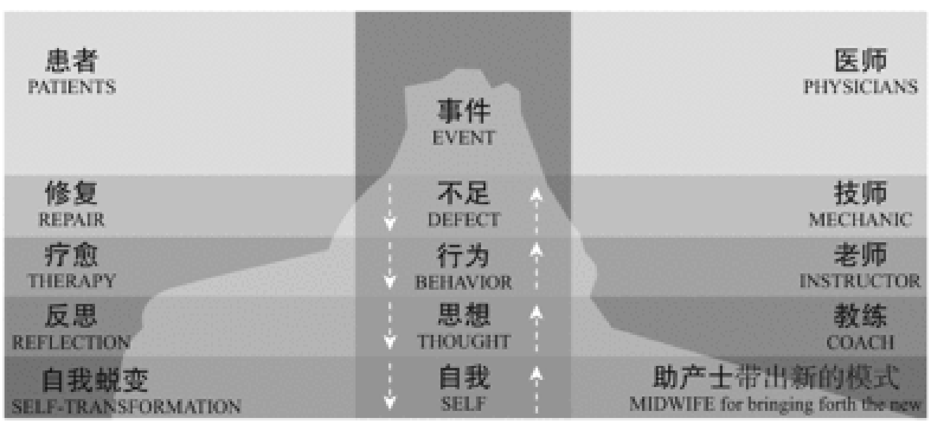


图 9—3　患者—医师关系的 4 个层次

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THEORY U Leading from the Future as It Emerges
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THEORY U

Leading from the Future as It Emerges

10

感知

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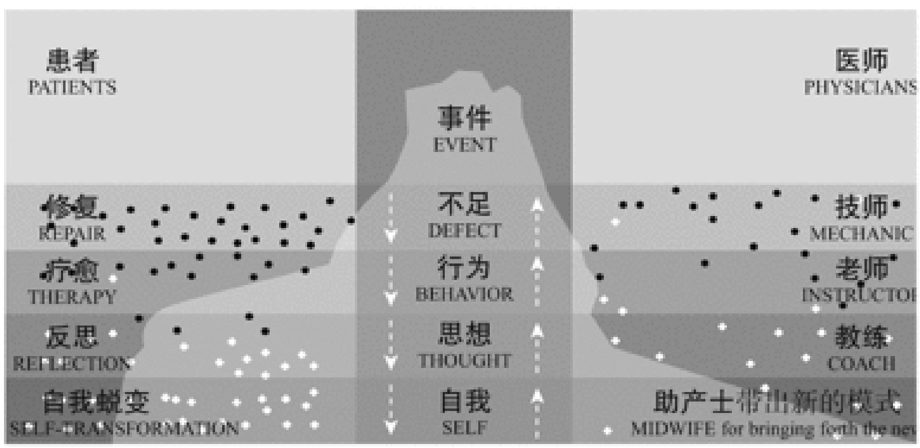


图 10—1 患者—医师关系的冰山状模型

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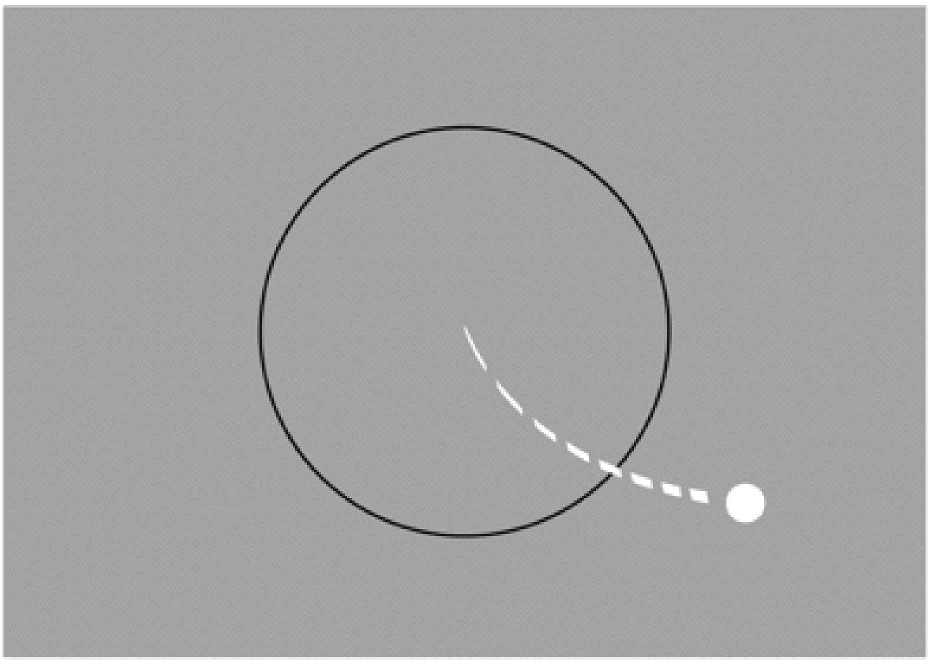


图 10—2　感知的场结构

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“[illegible]”[illegible]“[illegible]”

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“[illegible]”

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2001[illegible]4[illegible]IT[illegible]“[illegible]”[illegible]

“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]20[illegible]·[illegible]Henri Bortoft[illegible]*The Wholeness of Nature*[illegible]20[illegible]

1999[illegible]·[illegible]·[illegible]Nils Bohr[illegible]“[illegible]”

[illegible]“[illegible]”[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]exact sensorial imagination[illegible]“[illegible]”[illegible]

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[illegible]“[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]metamorphoses[illegible]”

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“[illegible]”[illegible]“[illegible]”

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]seeing and thinking with the heart[illegible]

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[illegible]“[illegible]”[illegible]

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[illegible]“[illegible]”[illegible]

THEORY U

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11 自然流现

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[illegible]presencing[illegible]sensing[illegible]presence[illegible]——[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]——[illegible]“[illegible]”[illegible]

[illegible]

U[illegible]·[illegible]

[illegible]·[illegible]·[illegible]creativity in business[illegible]*Fast Company*[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“‘[illegible]’[illegible]Self[illegible]‘[illegible]’[illegible]Work[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]

[illegible]“[illegible]”[illegible]——[illegible]

[illegible]Val Fex[illegible]Sils Maria[illegible]the Inn[illegible]the Po[illegible]

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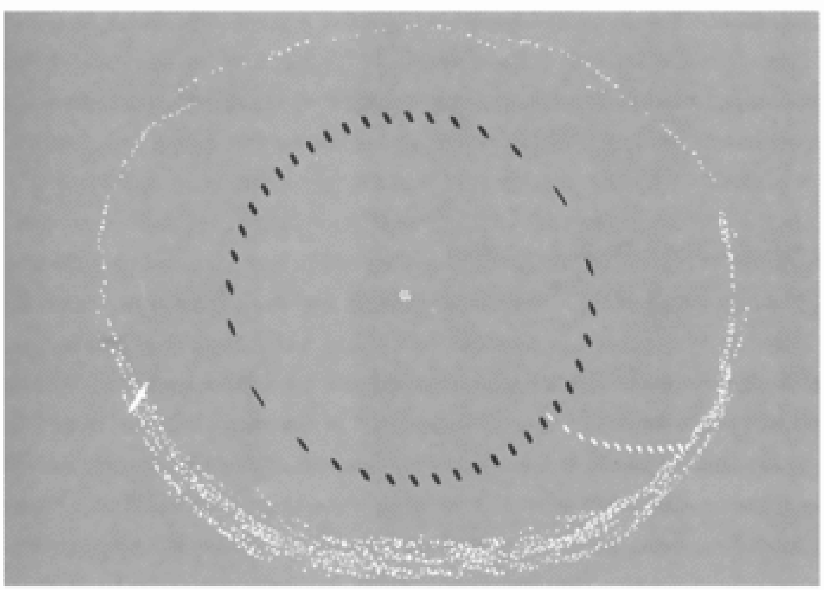


图 11—1　自然流现的场结构

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[illegible]·[illegible]·[illegible]Evan Thompson[illegible]*The Embodied Mind*[illegible]“[illegible]”[illegible]primary knowing[illegible]

[illegible]

[illegible]knowledge[illegible]“[illegible]”[illegible]wisdom of awareness[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]……[illegible]“[illegible]”

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“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]——[illegible]“[illegible]”[illegible]

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[illegible]260[illegible]……[illegible]

[illegible]“[illegible]”[illegible]……[illegible]“[illegible]”

[illegible]——[illegible]260[illegible]

[illegible]260[illegible]

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[illegible]“[illegible]”[illegible]——[illegible]“[illegible]”[illegible]

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1999[illegible]6[illegible]·[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]4[illegible]generative field[illegible]

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[illegible]“[illegible]”[illegible]

[illegible]

[illegible]“[illegible]”[illegible]——“[illegible]”[illegible]·[illegible]Karen Speerstra[illegible]“[illegible]”[illegible]

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“[illegible]”[illegible]

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“[illegible]”

[illegible]“[illegible]”



图 11—2　深度聆听和支持的三种方法

“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]……[illegible]”

“[illegible]”[illegible]“[illegible]‘[illegible]’[illegible]no-mess-up clause[illegible]”

“[illegible]”[illegible]“[illegible]……[illegible]”

“[illegible]”

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[illegible]**letting go**[illegible]**surrender**[illegible]·[illegible]·[illegible]·[illegible]“[illegible]”[illegible]·[illegible]——[illegible]

[illegible]

[illegible]7[illegible]“[illegible]……[illegible]”[illegible]260[illegible]

[illegible]

‖[illegible]‖

[illegible]“[illegible]”[illegible]**inversion**[illegible]“[illegible]”[illegible]umstülpung[illegible]“[illegible]”[illegible]“[illegible]”——[illegible]“[illegible]”[illegible]

[illegible]7[illegible]being[illegible]

[illegible]“[illegible]”[illegible]—[illegible]

[illegible]“……[illegible]……[illegible]”[illegible]

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[illegible]7[illegible]“[illegible]——[illegible]”[illegible]——[illegible]

[illegible]“[illegible]”[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”

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[illegible]“[illegible]”[illegible]7[illegible]“[illegible]”[illegible]—[illegible]

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THEORY U 场记 Leading from the Future as It Emerges

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[illegible]“[illegible]”[illegible]

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- [illegible] 7 [illegible]
- [illegible]
- [illegible]——[illegible]·[illegible]Work[illegible]

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[illegible]——[illegible]

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12

结晶

“[illegible]”[illegible]“[illegible]”

[illegible]“[illegible]”[illegible]

[illegible]……[illegible]

[illegible]……[illegible]

[illegible]……[illegible]6~7[illegible]

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[illegible]·[illegible]Gret Schmidt[illegible]“[illegible]”[illegible]“[illegible]28[illegible]6[illegible]10[illegible]15 000[illegible]400[illegible]600[illegible]A[illegible]B[illegible]C[illegible]Chaos Theory[illegible]”

[illegible]“[illegible]——[illegible]”

[illegible]—[illegible]“[illegible]”

[illegible]2000[illegible]100[illegible]“[illegible]”[illegible]

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[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

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[illegible]80%[illegible]

[illegible]·[illegible]Peter Brunner[illegible]“[illegible]6[illegible]

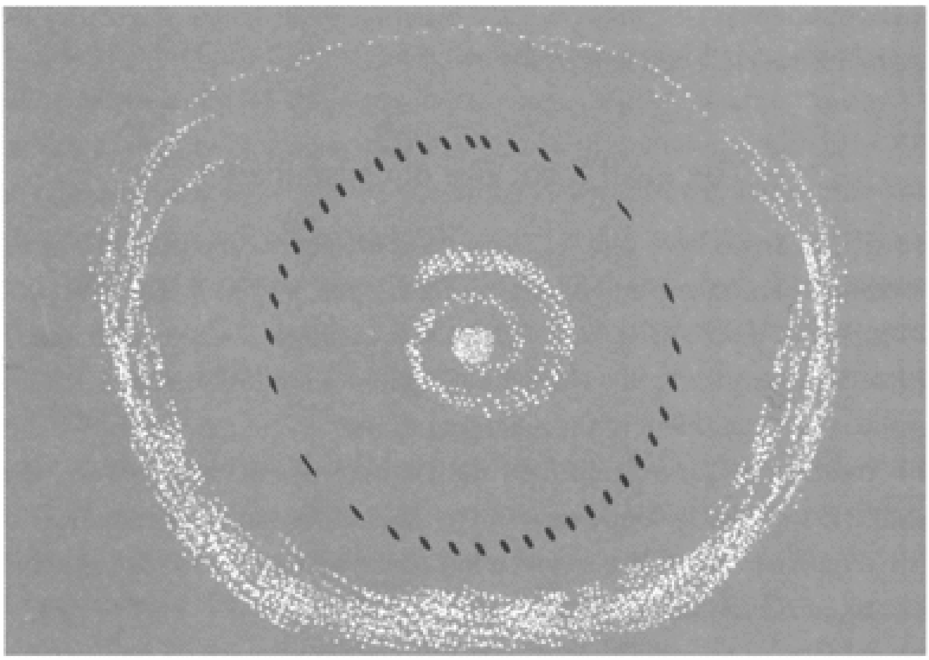


图 12—1　结晶的场结构

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“[illegible]……[illegible]”

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[illegible]4[illegible]grand will[illegible]

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[illegible]·[illegible]Nick Hanauer[illegible]6[illegible]·[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]·[illegible]Margaret Mead[illegible]——‘[illegible]’[illegible]5[illegible]4[illegible]5[illegible]——[illegible]”

[illegible]/[illegible]Witten/Herdecke[illegible]·[illegible]Ekkehard Kappler[illegible]·[illegible]·[illegible]“[illegible]”[illegible]“[illegible]”[illegible]The Right Livelihood Award[illegible]“[illegible]”[illegible]“[illegible]”[illegible]60[illegible]100[illegible]“[illegible]”

“[illegible]‘[illegible]’[illegible]”

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场记

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13

塑造原型

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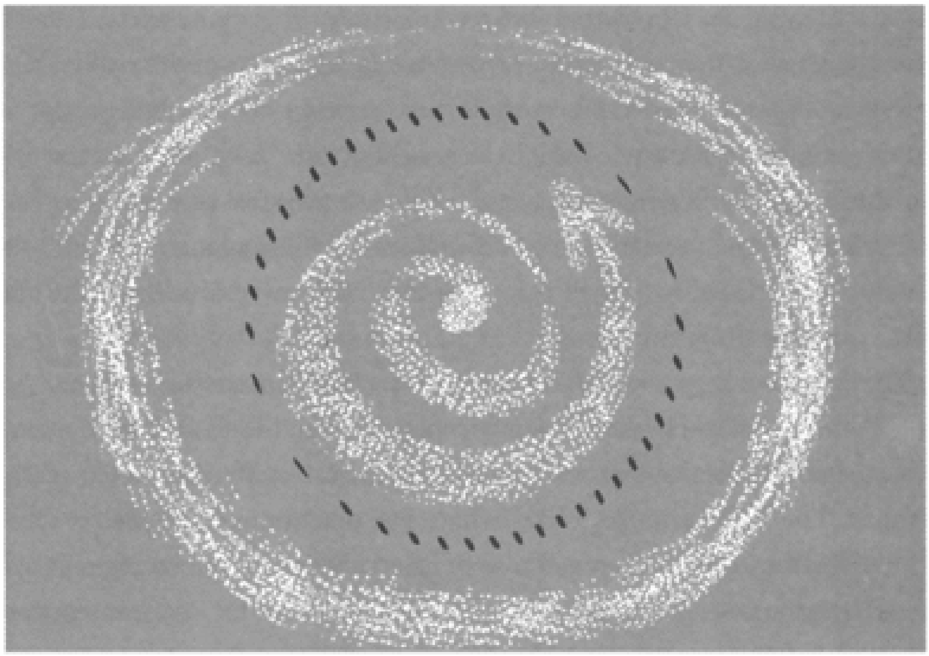


图 13—1　塑造原型的场结构

□□*The Legend of Bagger Vance*□□□□□·□□□□Robert Redford□□□□“□□□□□□□□□”□□□

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[illegible]Schlumberger[illegible]·[illegible]Simone Amber[illegible]“[illegible]

[illegible]”

“[illegible]”[illegible]“[illegible]……[illegible]”

“[illegible]CEO——[illegible]‘[illegible]’[illegible]CEO[illegible] 5 [illegible]‘[illegible]’[illegible]Synergos Mutistakeholder Partnership Program[illegible]”

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[illegible]”[illegible]10[illegible]“[illegible]”

[illegible]

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[illegible]·[illegible]Alan Webber[illegible]——[illegible]“[illegible]”[illegible]

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[illegible]2004[illegible]6[illegible]“[illegible]”[illegible] U[illegible]7[illegible]

[illegible]Costco[illegible]·[illegible]Sheri Flies[illegible]“[illegible]”

[illegible]“[illegible]”[illegible]·[illegible]William Mitchell[illegible]

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- [illegible]——[illegible]

[illegible]18[illegible]24[illegible]

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14

运行

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[illegible]·[illegible]Miha Pogacnik[illegible]“[illegible]”[illegible]

“[illegible]”[illegible]“[illegible]‘[illegible]’[illegible]——[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]”

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“[illegible]32[illegible]15[illegible]”[illegible]“[illegible]”

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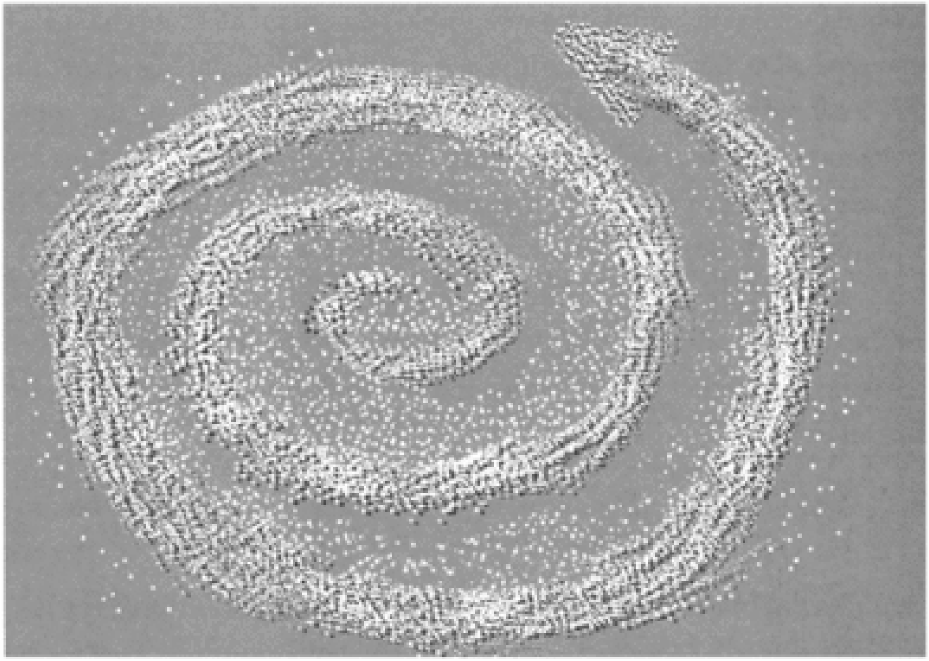


图 14—1 运行的场结构

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□ 14—2[illegible]

[illegible]“[illegible]”[illegible]□14—2[illegible]

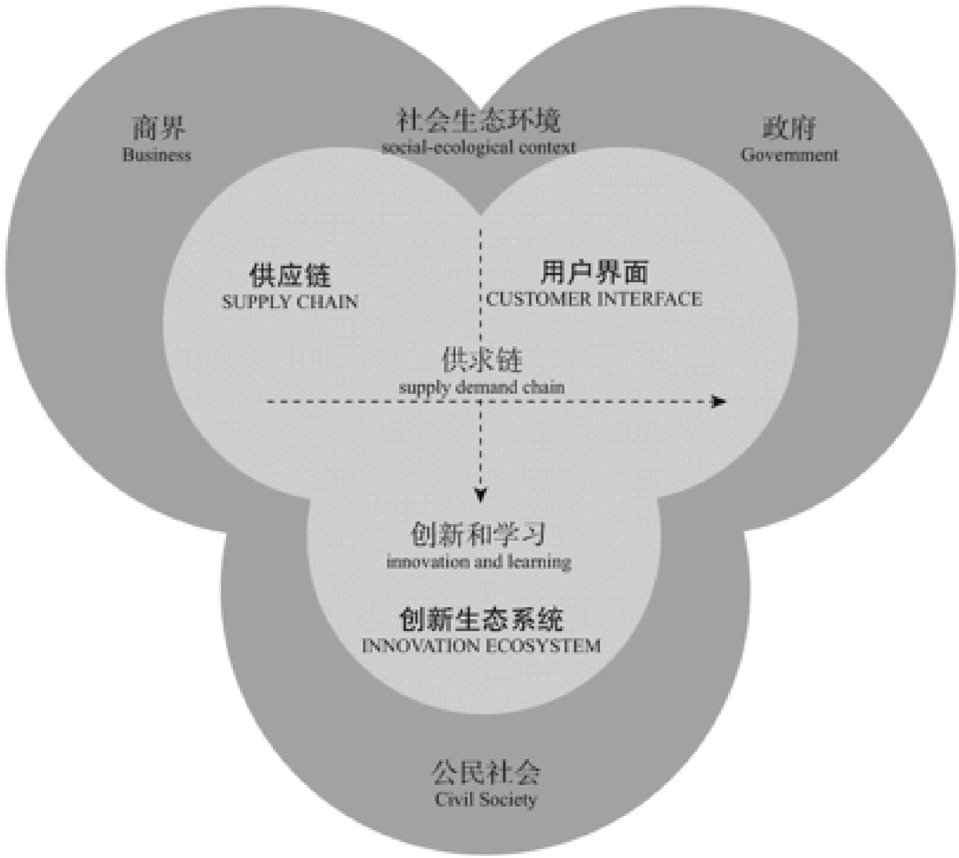


图 14—2　机构生态学的三个领域

[illegible]14—2[illegible]

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[illegible]

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[illegible]

[illegible]14—2[illegible]

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[illegible]“[illegible]”[illegible]

“[illegible]”[illegible]·[illegible]Florian Gründler[illegible]

“[illegible]”

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[illegible]

[illegible]14—2[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

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[illegible]

[illegible]

[illegible]“[illegible]……[illegible]”

[illegible]U[illegible]

[illegible]“[illegible]”

[illegible]

[illegible]14—2[illegible]4[illegible]14—1[illegible]

[illegible]“[illegible]”[illegible]·[illegible]·[illegible]19[illegible]

表 14—1　现代医疗保健系统的 4 个演进阶段

	体制保健 Institutional Care	管理保健 Managed Care	综合保健 Integrative Care	整体保健 Integral Health
组织范式 Organizing paradigm	以系统为中心 System centered	以结果为中心 Outcome centered	以患者为中心 Patient centered	以人为中心 Human centered
患者—医师关系 Patient-physician relationship	第 1 层级 Level 1	第 1~2 层级 Level 1-2	第 1~3 层级 Level 1-3	第 1~4 层级 Level 1-4
关键维度 Key axis	功能性（体制结构） Functional（institutional structure）	医疗方式（核心过程） Medical pathways（core process）	患者方式（患者—系统界面） Patient pathway（patient-system interface）	人类发展 Biographical journey
创新机制 Innovation mechanism	体制内、功能有效性发病机理 Intra-institutional, functional effectiveness Pathogenesis	结果导向、跨体制、跨功能发病机理 DRG、DMP、TQC Outcome driven, cross-institutional, cross-functional Pathogenesis DRG, DMP, TQC	患者导向、跨体制发病机理新的紧急救护控制中心 Patient centered, Cross-institutional Pathogenesis New emergency care control center	以人为中心、元体制健康机理 Human centered, metainstitutional Salutogenesis
主导的复杂性类型 Dominant type of complexity	细节复杂性 Detailed complexity	动态复杂性[a] Dynamic complexity	社会复杂性[b] Social complexity	新兴复杂性[c] Emerging complexity
合作机制 Coordination mechanism	等级命令 Hierarchy command	市场价格 Market price	对话：相互适应 Dialogue: mutual adaptation	自然流现：从整体看问题 Presence: seeing from the whole
基础结构 Infrastructure	社会立法（俾斯麦） Social legislation（Bismark）	市场运转标准和规则 Rules, norms to make the market mechanism work	学习和创新的基础设施 Infrastructures for learning and innovation	在整体环境中感悟的基础设施 Infrastructures for seeing in the context of the whole

a. [illegible]

b. [illegible]

c. [illegible]

[illegible]“[illegible]”[illegible]14—2[illegible]

THEORY U Leading from the Future as It Emerges

场记

- [illegible]self-organization[illegible]
- [illegible]
- [illegible]

第三部分

自然流现，引领深层次的创新与变革

THEORY U

LEADING FROM THE FUTURE AS IT EMERGES

在本次调研的一开始我就提出，领导者以及各阶层的人们都面临着日益增长的破坏性挑战和变革，因此他们需要放弃过时的思考和行为模式，并感悟新的未来可能性。这些挑战可能是技术经济方面、关系政治方面或者文化精神方面的——当然也可能三种都有。

纵观全球，我们共同感受到了一种深刻的需要，可由如下问题表述出来：我们如何面对这些挑战并跨越人类发展的界点？做到这一点要求有一种觉察和关注的全新品质：不仅要关注我们做什么和如何做，还要关注我们行为的内在发源地，即我们大多数人的盲点。

U 理论提出了一个简单的分类：一位领导者的任意行为以及我们在工作和日常生活中的所有行为都可归纳为至少 4 个不同的源头：中心（我中我）、周边（它中我）、超越个人边界（你中我）以及渗透到个人所有开放边界的区域（当下我）。由于我们行为的源头不同，所以引发的结果也大相径庭："我（这样）关注，因此它（那样）生成"，随后我们将对此进行十分详细的讨论。

通过学习物理，我们知道，物质的状态如果发生变化，其表现形式也有所不同。例如，水在低于 0℃（32 ℉）时就形成了冰。如果我们持续加热，温度超过 0℃（32 ℉），冰又会溶解为水。如果我们把温度升至 100℃（212 ℉）以上，水就开始蒸发变成蒸汽。而在三种状态下水分子结构（H_2O）并没有变化。同样地，在团队、组织和大型系统中，也正是个体之间关系结构的变化带来了不同的集体行为模式。从现在开始，我将把这种集体行为模式称为社会场域。

科学场域理论主要有三种：电磁场、重力场和量子场理论。相比之下，关于社会场域的结构模式和状态、社会场域状态转变的条件以及由此引发的新型行为模式，我们就知之甚少了。但是有相当多的证据表明社会场域确实存在，而且确实对我们的生活方式、我们如何创建个人和集体行为模式有着重要的影响。

为什么社会场域的变迁如此难以理解呢？首先，社会场域很难被观察。我们不能只是轻松地坐在实验室里坐等它们出现。我们可以把一块冰放到火炉上看其如何溶化，然而在社会环境里却不能这样进行观察。当社会场域的状态发生改变时，观察者会紧密地与这个过程联系在一起，就好像观察者从水壶的外部和内部同时观察水的沸腾一样。

其次，社会场域的变迁涉及物质、容器和机制之间的关系。一块冰的溶化需要三项事物的互相影响：冰、装冰的容器以及热量——引起变化的机制或力量。那么以此类推，社会场域的变迁需要哪些条件呢？

社会场域中的"物质"不是一样物品，而是主体和实体间的关系网，还有他们不同的思考方式、谈话方式和集体行动方式。社会场域的容器是使这些关系得以展开的情境，即支撑空间。而引起社会场域从一种状态转化为另一种状态的，是关注力的源头的改变，即主体和实体互相关联的方式。也就是说，这种机制是个体和集体感知及行动发生的"场所的转变"（源头的转变）。

若想以更加可靠和透明的方式接近社会场域微妙的深层维度，首先需要了解一种全新的社会基本原理。

THEORY U

Leading from the Future as It Emerges

15

社会场域理论的21个命题

[illegible]

[illegible]21[illegible]16[illegible]18[illegible]

[illegible]

[illegible]60[illegible]——[illegible]“[illegible]”[illegible]

[illegible]20[illegible]·[illegible]“[illegible]”[illegible]“[illegible]”[illegible]force vector[illegible]

[illegible]

[illegible]“[illegible]”[illegible]field theory[illegible]20[illegible]20[illegible]T[illegible][13][illegible]20[illegible]

[illegible]21[illegible]·[illegible]——[illegible]neurophenomenology[illegible]——[illegible]

[illegible]21[illegible]4[illegible]

[illegible]21[illegible]

[illegible]21[illegible]

1[illegible]

[illegible]

◎ [illegible]

◎ [illegible]

[illegible]20[illegible]—[illegible]“[illegible]”[illegible]15—1[illegible]15—1[illegible]

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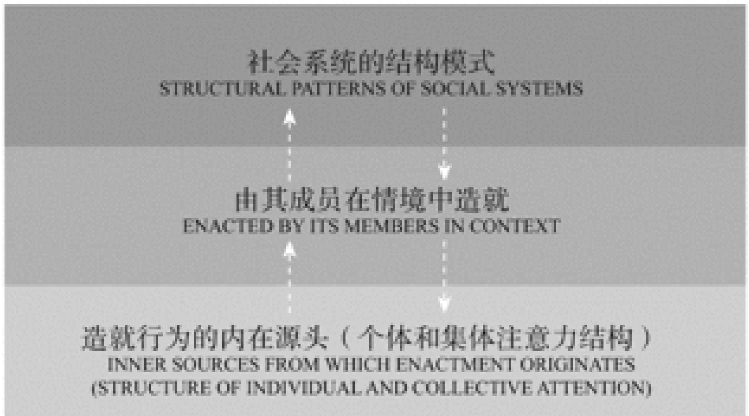


图 15—1　社会现实创造的三个层次

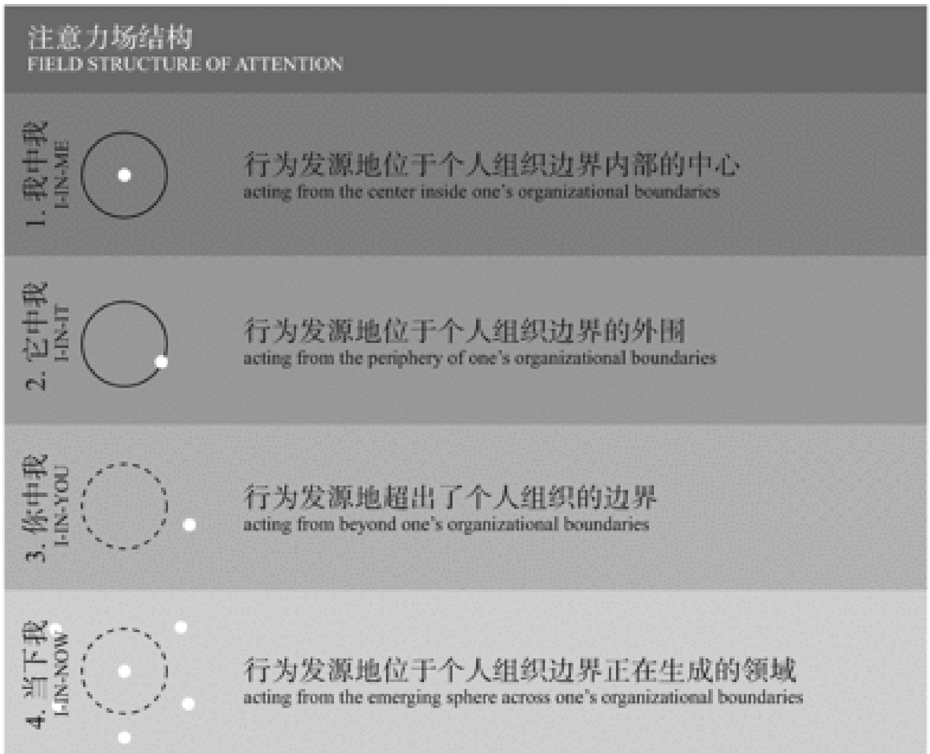


图 15—2　注意力的 4 种场结构

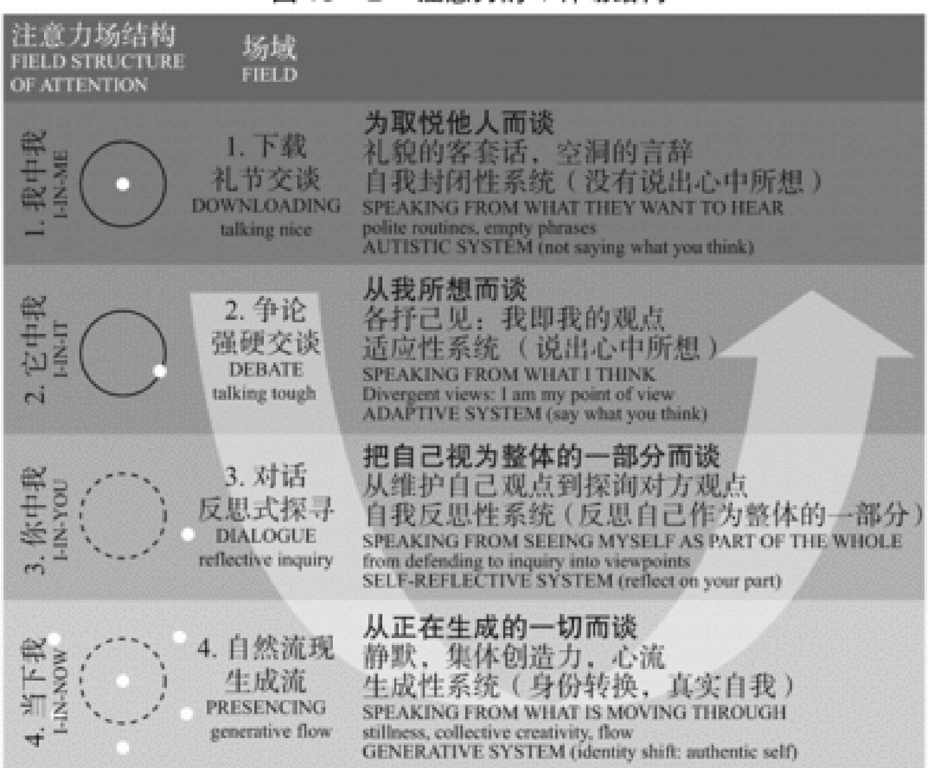


图 15—3　谈话的 4 种场域

[illegible]—[illegible]1[illegible]2[illegible]3[illegible]“[illegible]”[illegible]4[illegible]

[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]——[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]4[illegible]15—4[illegible]

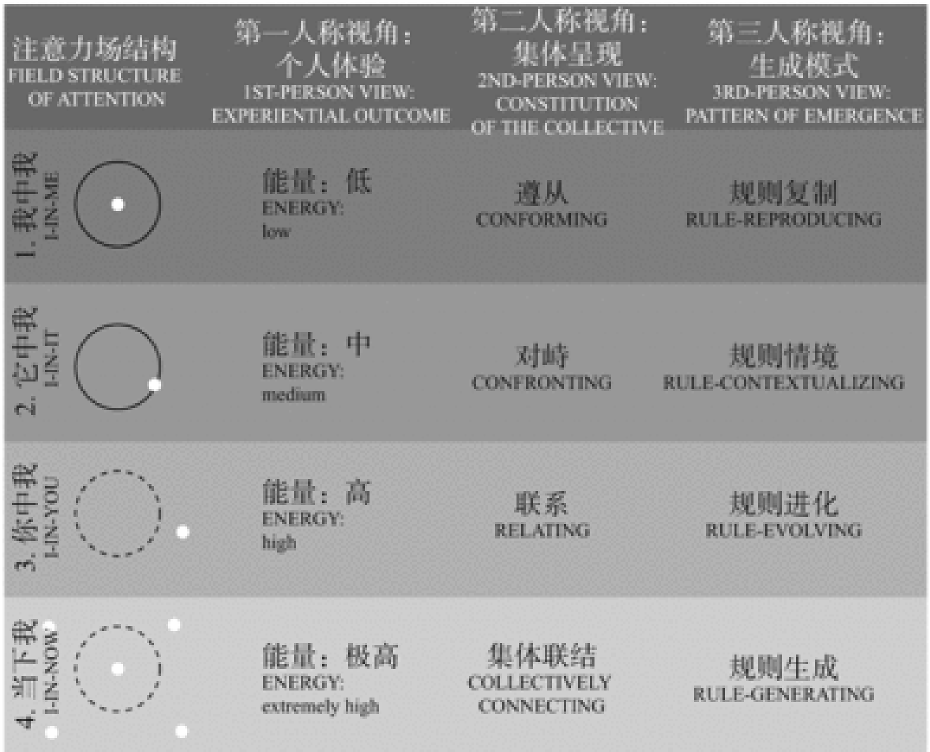


图 15—4　第一、第二和第三人称视角



图 15—5　生成流的 4 种场域和 4 个系统层次

[illegible]

- ◎ [illegible]
- ◎ [illegible]
- ◎ [illegible]
- ◎ [illegible]

[illegible]4[illegible]

[illegible]4[illegible]

- ◎ [illegible]
- ◎ [illegible]
- ◎ [illegible]
- ◎ [illegible]

[illegible]

- ◎ [illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]

[illegible]4[illegible]

◎ [illegible]1[illegible]

◎ [illegible]2[illegible]

◎ [illegible]3[illegible]

◎ [illegible] [illegible]4[illegible]

6[illegible]

[illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]

[illegible]15—6[illegible]1[illegible]2[illegible]



图 15—6　各个层级之间的转折点都是相同的

[illegible]2[illegible]3[illegible]“[illegible]”[illegible]

[illegible]3[illegible]4[illegible]

7[illegible]hyper-complexity[illegible]

[illegible]

[illegible]15—7[illegible]

[illegible]

8[illegible]

[illegible]15—8[illegible]U[illegible]

[illegible]U[illegible]U[illegible]

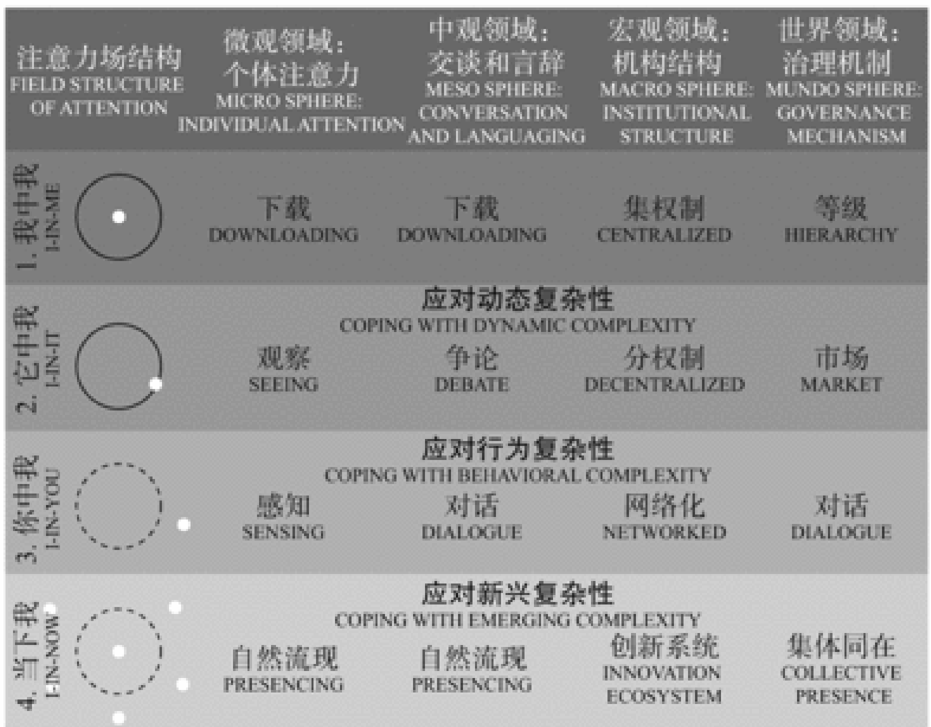


图 15—7　复杂性的种类和场域的层次

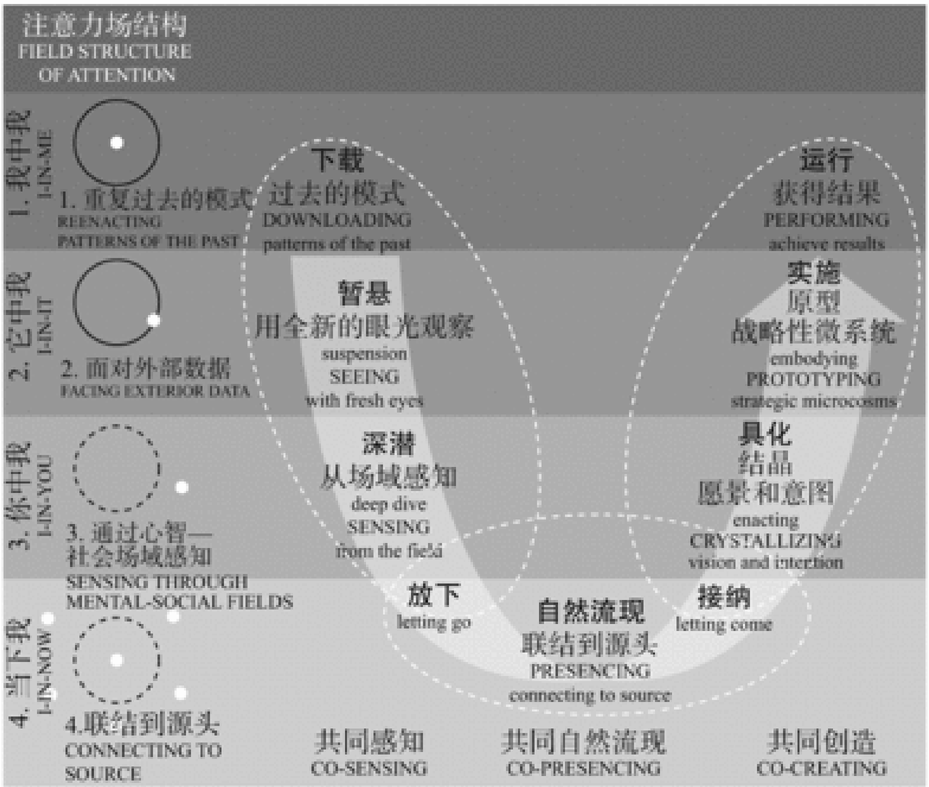


图 15—8　一个过程，三种活动

9□□□□□□□□□□□□□□□□□□□□□□□“□□”□□□□□□□□□□□□□□□□□□15—9□□

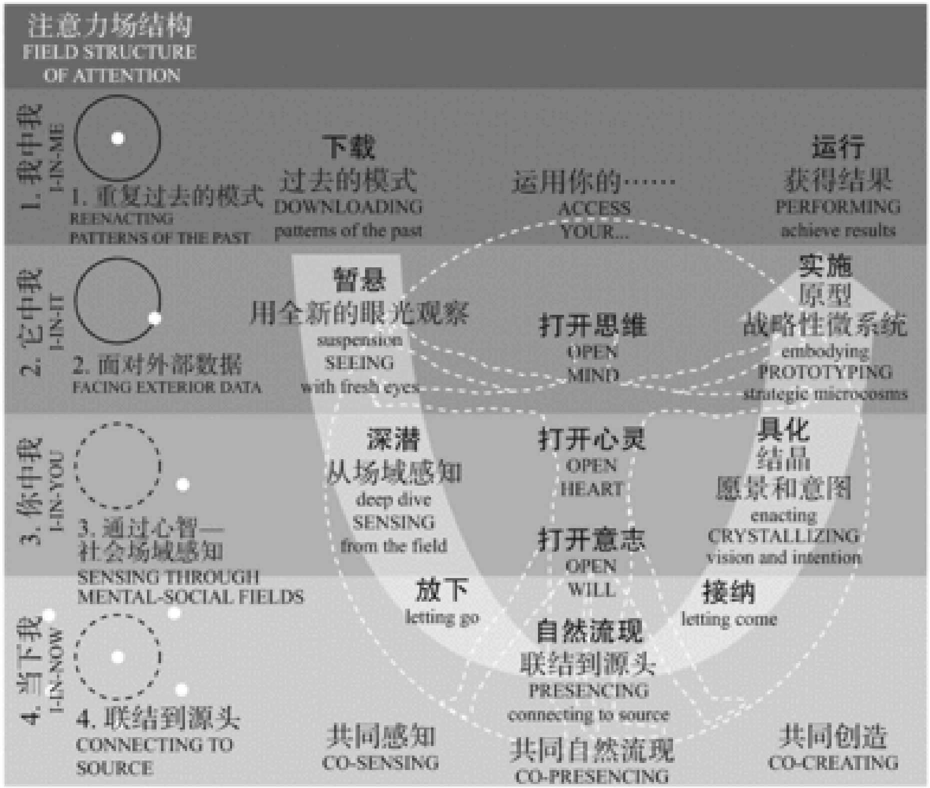


图 15—9　三器

[illegible]“[illegible]”[illegible]——[illegible]

◎ [illegible]1[illegible]2[illegible]

◎ [illegible]2[illegible]3[illegible]

◎ [illegible]3[illegible]4[illegible]

10[illegible]VOJ[illegible]VOC[illegible]VOF[illegible]

[illegible]U[illegible]15—10[illegible]

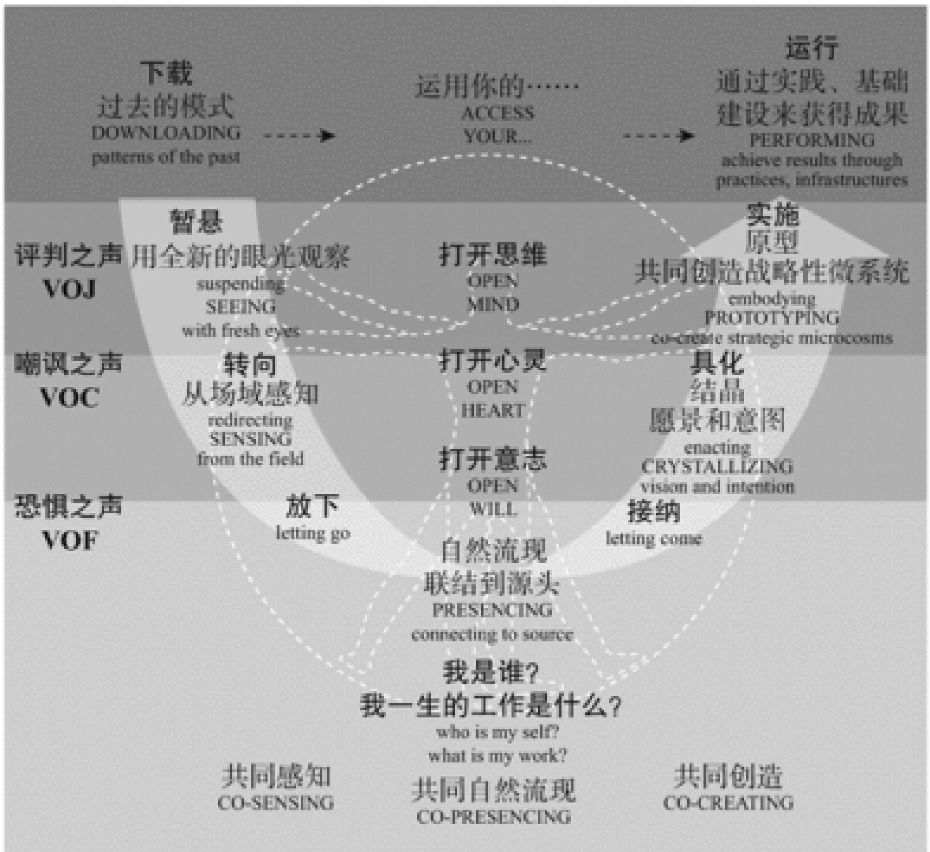


图 15—10　三个敌人

[illegible]U[illegible]

◎ VOJ[illegible]U[illegible]

◎ VOC[illegible]

◎ VOF[illegible])[illegible]“[illegible]”[illegible]

[illegible]U[illegible]

11[illegible]**U**[illegible]

12

antimatter antiparticles anti-practice · Warren Tignor blinding desensing not seeing desensing illusionizing 16 16—1

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“” “”

—— 16—1

[illegible]

[illegible]16[illegible]16—1[illegible]

13[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]4[illegible]

◎ [illegible]

◎ [illegible]“[illegible]”[illegible]“[illegible]”[illegible]

◎ [illegible]

◎ [illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]4[illegible]“[illegible]”[illegible]15—1[illegible]

14[illegible]5[illegible]

[illegible]

表 15—1 原教旨主义的三种类型

	宗教原教旨主义 Religious Fundamentalism	政治大国沙文主义 Political Fundamentalism	经济殖民主义 Economic Fundamentalism
失明：固守唯一真理和唯一表达	一个全能的、无所不知、无所不在的上帝	一个全能的、无所不知、无所不在的代理人（国家、世界历史）	一个全能的、无所不知、无所不在的机制（看不见的手）
Blinding: stuck in one Truth (and one language)	One almighty, omniscient, and omnipresent God	One almighty, omniscient, and omnipresent agent (state; world history)	One almighty, omniscient and omnipresent mechanism (the invisible hand)
失察：固守唯一集体，对外面的人缺乏同理心	选定人群综合征 "异教徒"必须彻底清除（十字军东征 / 圣战）	选定历史代理人综合征 抵制历史客观法则的人（政敌）遭到迫害	高层综合征 上层人士设计结构和政策，位于金字塔底层的穷人成为牺牲品
Desensing: stuck in one collective There is a lack of empathy for those outside	Chosen people syndrome Infidels must be killed (crusade/holy war)	Chosen agent of history syndrome Those who resist the objective laws of history (the opposition) will be annihilated	Top-tier syndrome The have-nots at the bottom of the pyramid are victims (killed) by structures and policies designed from the people at the top
固步自封：固守不进化的唯一自我	前现代人[①]	苏维埃人[②]	经济人[③]
Absencing: stuck in one nonemerging self	Homo pre-modernicus	Homo sovieticus	Homo oeconomicus
毁灭和暴力：固守唯一意志	直接暴力：恐怖主义 文化暴力：使用暴力合法化的意识形态	直接的和结构暴力：歧视和灭绝少数派	结构暴力：人民生活在水深火热之中
Destruction and violence: stuck in one will	Direct violence: terrorism Cultural violence: ideologies that legitimize the use of violence	Direct and structural violence: discrimination and annihilation of minorities	Structural violence: people living and dying in daily misery

[illegible]5[illegible]5[illegible]10[illegible]5[illegible][14][15][16]

◎ [illegible]

◎ [illegible]kairos[illegible]

◎ [illegible]

◎ [illegible]“[illegible]—[illegible]”[illegible] “[illegible]—[illegible]”[illegible]

◎ [illegible]

15[illegible]

[illegible]15—11[illegible]1[illegible]2[illegible]11[illegible]4[illegible]

[illegible]2[illegible]1[illegible]4[illegible]1[illegible]2[illegible]3[illegible]——[illegible]4[illegible]

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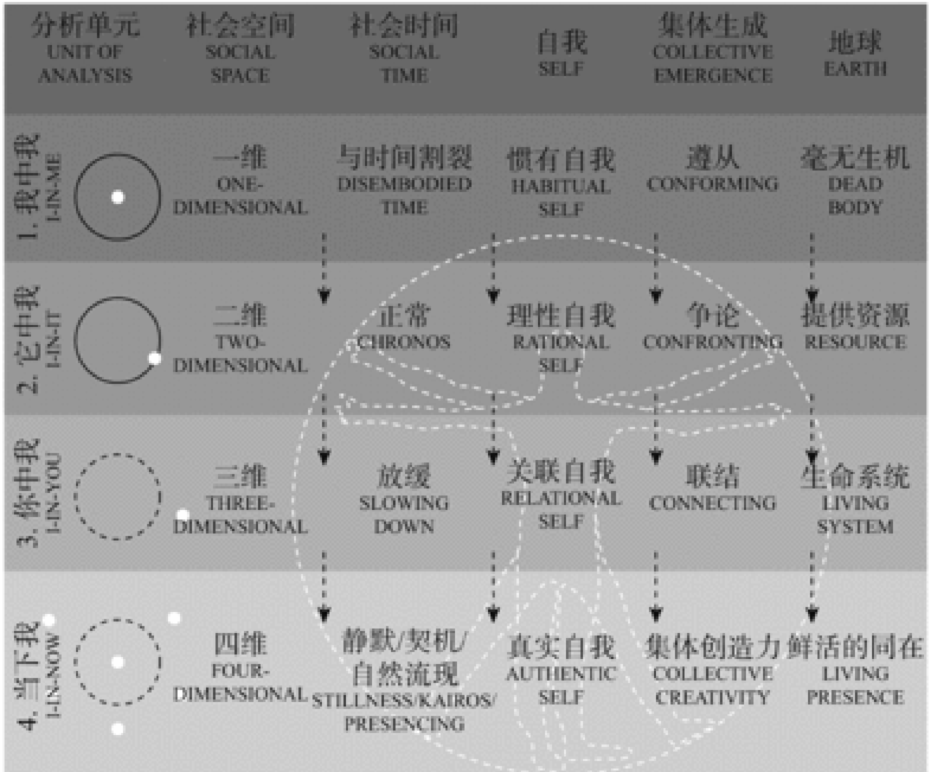


图 15—11 空间、时间、自我、集体和支持场所的转变

[illegible]4[illegible]1[illegible]2[illegible]3[illegible]4[illegible]

[illegible]1[illegible]2[illegible]3[illegible]spiritus loci[illegible]

[illegible]generative inversion[illegible]

[illegible]——[illegible]

16[illegible]

[illegible]

[illegible]15—12[illegible]15—12[illegible]15—12[illegible]feminine spirituality[illegible]

[illegible]

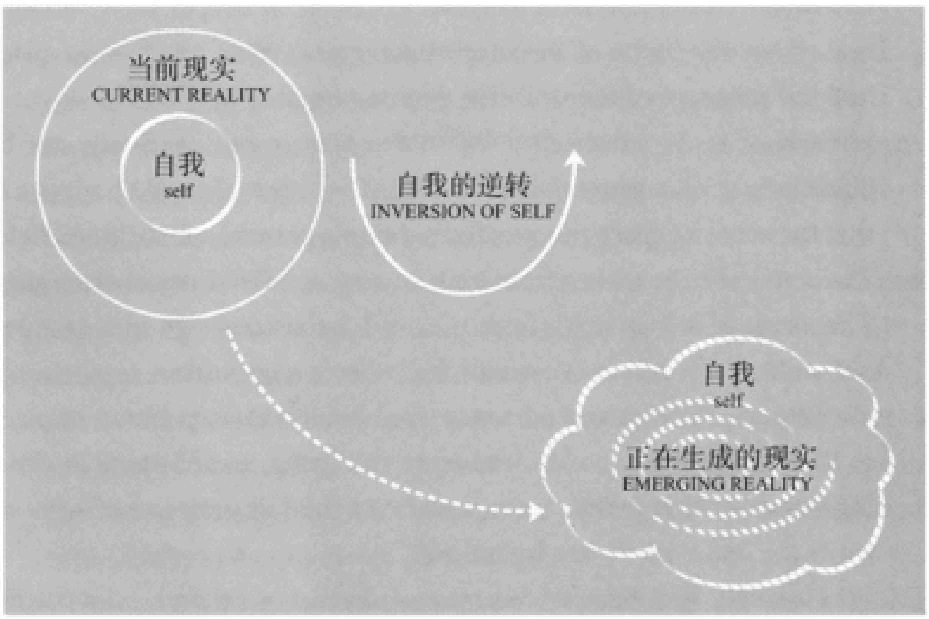


图 15—12　自我的转变

17[illegible]knower[illegible]known[illegible]

[illegible]4[illegible]4—5[illegible]

[illegible]15—2[illegible]

□□□□□□□□2□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□3□□□□□□

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□□□□□□□□□□□□2□□□□□□□□4□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□□K1□□□□□K2, K3□□□□□□□□□□□□□□□□□“□□”□□□“□□□□□”□□□

表 15—2 三种认识论

维度 Dimension	认识论 Epistemology K1：显性知识 K1: Explicit Knowledge	 K2：隐性知识 K2: Tacit Embodied Knowledge	 K3：自我超越型知识 K3: Self-Transcending Knowledge
知识类型 Type of knowledge	关于事物的知识 Knowledge about things	关于实体化事物的知识 Knowledge about enacting things	关于实体化事物的起源的知识 Knowledge about origins for enacting things
数据 Data	外部现实（场域 2） Exterior reality（Field 2）	已经实体化的现实（场域 3） Enacted reality（Field 3）	尚未实体化的现实（场域 4） Not-yet-enacted reality（Field 4）
体验 Experience	观察 Observation	行动 Action	审美 Aesthetic
行动－反思比例 Action-to-reflection ratio	没有行动的反思 Reflection without action	对于行动的反思 Reflection on action	行动中的反思 Reflection in action
真理 Truth	匹配现实：你能观察它吗? Matching reality: Can you observe it?	制造现实：你能制造它吗? Producing reality: Can you produce it?	自然流现现实：你能与它同在吗? Presencing reality: Can you presence it?

18□□□□□□□□□□□□□□□□□

[illegible]——[illegible]

[illegible]16[illegible]

[illegible]——[illegible]

[illegible]·[illegible]Joseph Beuys[illegible]“[illegible]”[illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]“[illegible]”[illegible]

[illegible]

19[illegible]scale-free morphic resonance[illegible]

[illegible]“[illegible]”[illegible] [illegible]“[illegible]” [illegible]strange attractors[illegible][17][illegible]morphogenetic fields[illegible][18][illegible]

[illegible]“[illegible]” [illegible]small-world[illegible]A[illegible]B[illegible]

[illegible]places[illegible]4[illegible]4[illegible]“[illegible]”[illegible]scale-free[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

20[illegible]

[illegible]“[illegible]”[illegible]4[illegible]

[illegible]

21[illegible]**“[illegible]”**[illegible]**21**[illegible]

[illegible] 5 [illegible]4[illegible]

◎ [illegible]

◎ [illegible]4[illegible]4[illegible]

◎ [illegible]“[illegible]”[illegible]

◎ [illegible]

[illegible]5[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]4[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]U [illegible]“[illegible]”[illegible]

‖[illegible]‖

[illegible]21[illegible]5[illegible]

[illegible]4 [illegible]4[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

THEORY U

Leading from the Future as It Emerges

16

个人行动

[illegible]

[illegible]“[illegible]”[illegible]“[illegible]‘[illegible]’[illegible]”[illegible]……[illegible]

[illegible]——[illegible]3[illegible]

[illegible]

◎ [illegible]mindfulness[illegible]presence[illegible]“[illegible]”[illegible]

◎ [illegible]“[illegible]”[illegible]

◎ [illegible]3[illegible]4[illegible]“[illegible]”[illegible]

[illegible]

[illegible]14[illegible]

[illegible]——[illegible]“[illegible]”[illegible]——[illegible]

[illegible]Prospero[illegible]820 [illegible]“[illegible]”[illegible]300[illegible]“[illegible]”[illegible]1[illegible]2[illegible]3[illegible]4[illegible]

[illegible]300[illegible]

[illegible]

[illegible]

[illegible]·[illegible]Traudl Junge[illegible]·[illegible]

[illegible]·[illegible]——[illegible]

[illegible]·[illegible]Die Weisse Rose[illegible]1920[illegible]·[illegible]Andre Heller[illegible]50[illegible]·[illegible]·[illegible]

[illegible]（second-order observer）[illegible]

[illegible]·[illegible]11[illegible]“[illegible]”

[illegible]

[illegible]16—1[illegible]

◎ [illegible]·[illegible]（Eva Braun）[illegible]

◎ [illegible]“[illegible]”[illegible]·[illegible]“[illegible]”

◎ [illegible]“[illegible]”[illegible]5 500 [illegible]

◎ [illegible]——[illegible]“[illegible]”

◎ [illegible]“[illegible]”[illegible]“[illegible]”

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[illegible]16—1[illegible]U [illegible]

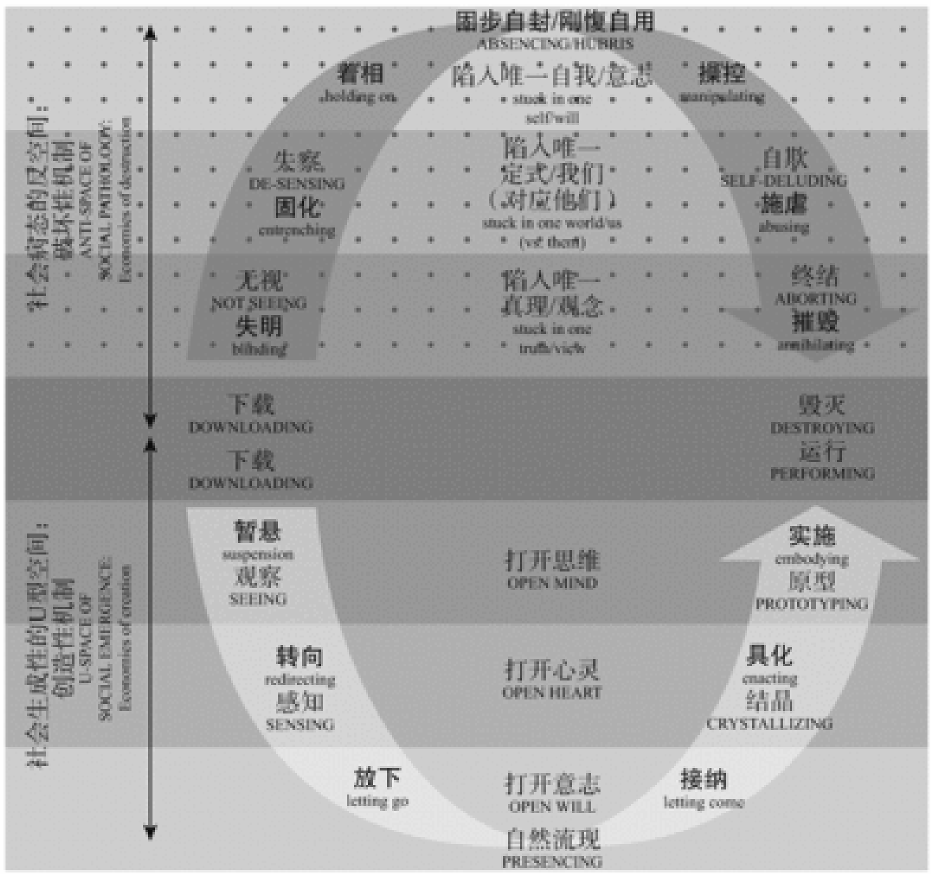


图 16—1 U 型空间和反空间

[illegible]U[illegible]U[illegible]

[illegible]

[illegible]

[illegible]16—1[illegible]U[illegible]

◎ [illegible]4[illegible]U[illegible]1[illegible]2[illegible]3[illegible]4 [illegible]——[illegible]“[illegible]”[illegible]

◎ [illegible]1[illegible]U[illegible]4[illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]11[illegible]

[illegible]

[illegible]

[illegible]1[illegible]2[illegible]3[illegible] 4[illegible]

THEORY U

Leading from the Future as It Emerges

17 谈话行动

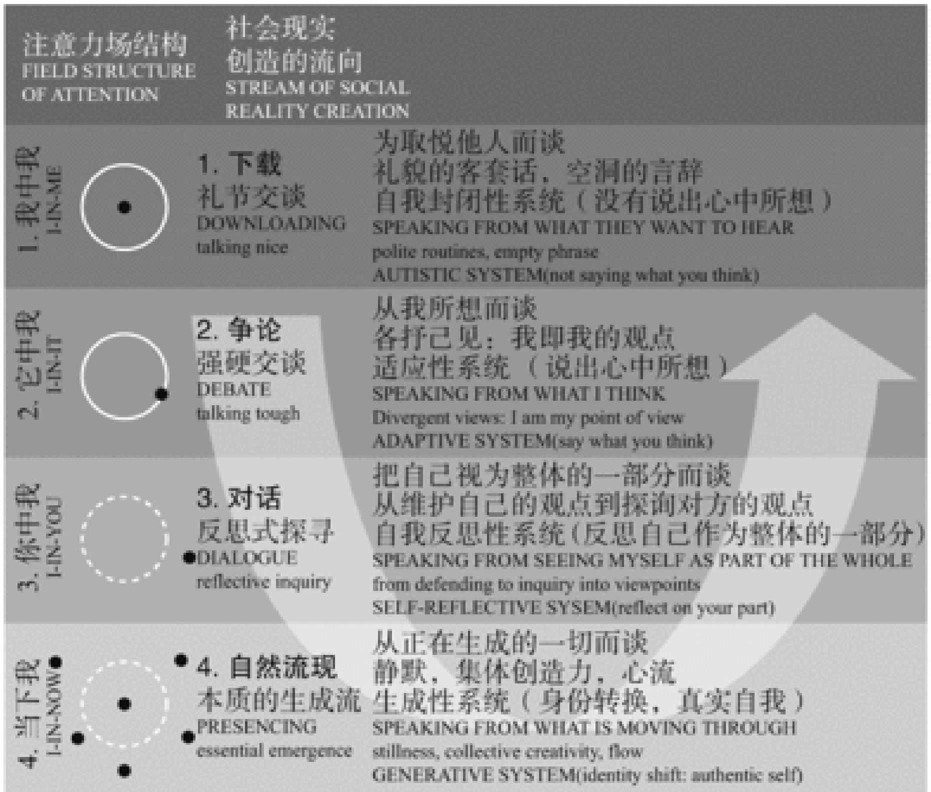


图 17—1　谈话的 4 种场域

[illegible]

[illegible]10~15[illegible]“[illegible]”[illegible]·[illegible]·[illegible]·[illegible]“[illegible]”[illegible]4[illegible]

[illegible]

1996[illegible]/[illegible]4[illegible]“[illegible]”[illegible]Hugo Boss[illegible]CEO[illegible]

‖[illegible]“[illegible]”[illegible]‖

[illegible]15[illegible]“[illegible]”[illegible]

‖[illegible]‖

[illegible]

[illegible]4[illegible]17—2[illegible]



图 17—2　谈话的 4 种场域

[illegible]1[illegible]

“[illegible]”

“[illegible]”

[illegible]

[illegible]·[illegible]“[illegible]”[illegible]

[illegible]

[illegible]2[illegible]

“[illegible]”

“[illegible]”

[illegible]2[illegible]CEO[illegible]

[illegible]1[illegible]2[illegible]1[illegible]2[illegible]2[illegible]

[illegible]——[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]2[illegible]2[illegible]

[illegible]——[illegible]·[illegible]“[illegible]”[illegible]3[illegible]

[illegible]3[illegible]

“[illegible]”

“[illegible]”

“[illegible]”

“[illegible]”

[illegible]“[illegible]”[illegible]

“[illegible]1987[illegible]34[illegible]15[illegible]300[illegible]……[illegible]1992[illegible]1987[illegible]5[illegible]”

“[illegible]‘[illegible]’[illegible]……[illegible]”

[illegible]·[illegible]“[illegible]‘[illegible]’[illegible]”

[illegible]“[illegible]……[illegible]”

[illegible]dialogue[illegible]logos[illegible]logos[illegible]“[illegible]”[illegible]“[illegible]”[illegible] dia[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]2[illegible]3[illegible]——[illegible]

[illegible]

[illegible]——[illegible]—[illegible]“[illegible]”[illegible]

[illegible]4[illegible]

“[illegible]”

[illegible]7[illegible]

[illegible]“[illegible]”[illegible]7[illegible]“[illegible]……[illegible]”

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]4[illegible]3[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

[illegible]·[illegible]

[illegible]·[illegible]Ronalth Ochaeta[illegible]

“[illegible]”[illegible]“[illegible]5[illegible]……[illegible]‘[illegible]spirit[illegible]’”[illegible]“[illegible]”[illegible]communion[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

[illegible]

[illegible]17—3[illegible]17—1[illegible]U[illegible]

□□□

□□□□□17—3□□□□□□□——□□□□□□□□□□□□□□□□□□□□□□

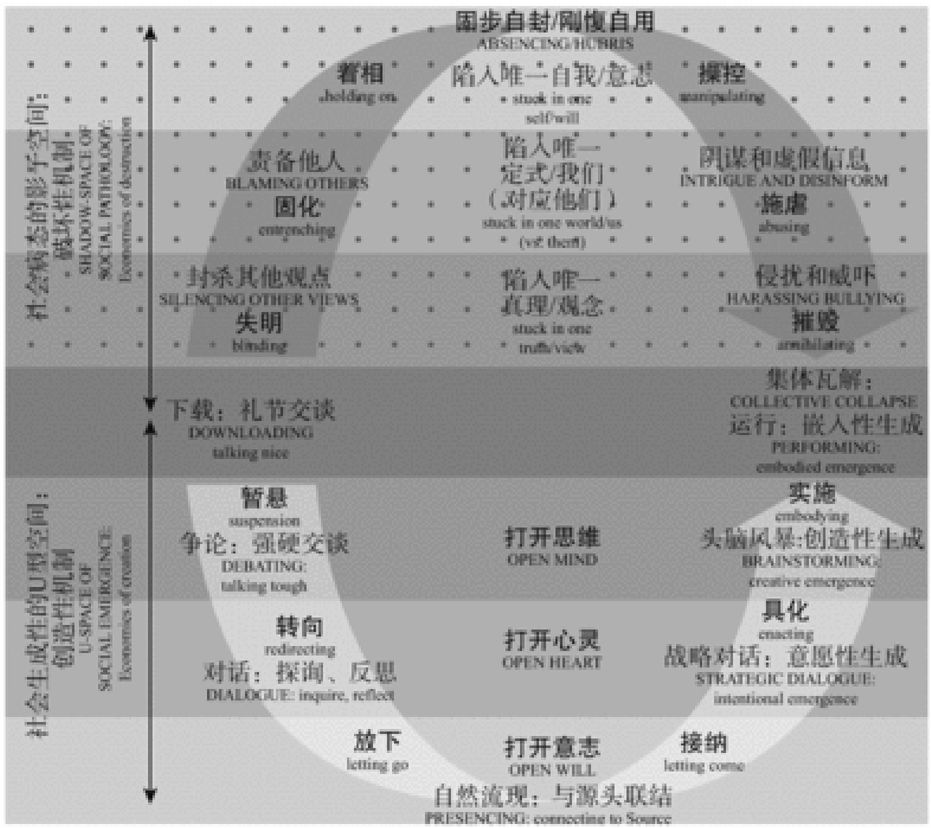


图 17—3　U 空间和反空间：谈话

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1□□□

[illegible]

2[illegible]

[illegible]8[illegible]CEO[illegible]“[illegible]”[illegible]“[illegible]——[illegible]”[illegible]“[illegible]”[illegible]·[illegible]Joseph Stiglitz[illegible]IMF[illegible]“[illegible]”

3[illegible]

[illegible]“[illegible]——[illegible]”[illegible]

4[illegible]

[illegible]——[illegible]

[illegible]

[illegible]

[illegible]——[illegible]

[illegible]

[illegible]“U[illegible]”[illegible]U[illegible]

5[illegible]

[illegible]·[illegible]*Confessions of an Economic Hit Man*[illegible]

6[illegible]

[illegible]——[illegible]

7[illegible]

[illegible]

[illegible]17—3[illegible]——[illegible]“[illegible]”[illegible]

[illegible]17—3[illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]

[illegible]

[illegible]U[illegible]

[illegible]

[illegible]90~120[illegible]

[illegible]10[illegible]·[illegible]

“[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]”

“[illegible]‘[illegible]10[illegible]’[illegible]10[illegible]‘[illegible]’[illegible]”

“‘[illegible]’[illegible]‘[illegible] / [illegible]’[illegible]‘[illegible]”

“[illegible]100[illegible]0[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]100[illegible]’”

“[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]

[illegible]”

“[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]’”

“[illegible]‘[illegible]’[illegible]‘[illegible]’”

“[illegible]‘[illegible]‘[illegible]’”

[illegible]“[illegible]”[illegible]“[illegible]”

[illegible]

[illegible]—[illegible]130[illegible]10[illegible]

1[illegible]

[illegible]

2[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

3[illegible]

[illegible]

4[illegible]

[illegible]——[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]——[illegible]

5[illegible]

[illegible]

[illegible]

[illegible]mind mapping[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

6[illegible]

[illegible]

[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]/[illegible]

7[illegible]

[illegible]

8[illegible]

[illegible]

9[illegible]

[illegible]

10[illegible]After-action review[illegible]

[illegible]

[illegible]10[illegible]100[illegible]“[illegible]”

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]U[illegible]——[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]

[illegible]

[illegible]17—4[illegible]4[illegible]4[illegible]4[illegible]——[illegible]4[illegible]conversational pulse[illegible]

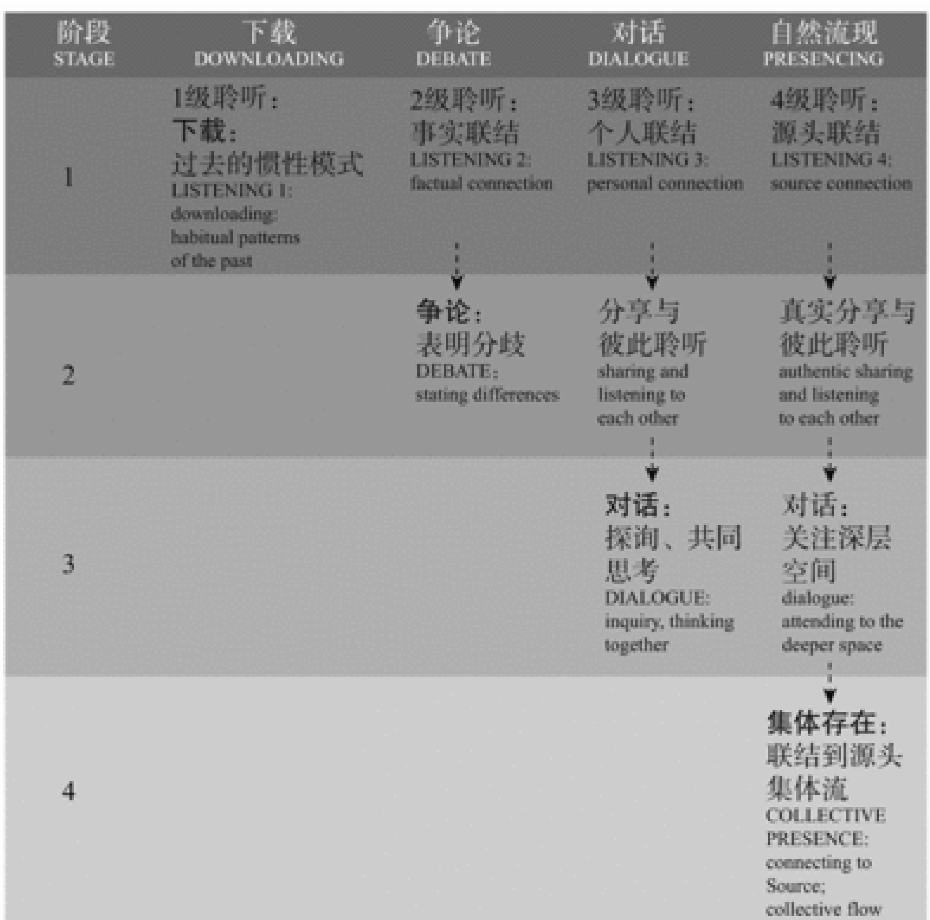


图 17—4　对话场域结构的进化

（1[illegible]1[illegible]“[illegible]”

（2[illegible]“[illegible]”

（3[illegible]“[illegible]”

（4[illegible]4[illegible]1[illegible]2[illegible]“[illegible]”[illegible]3[illegible]“[illegible]”[illegible]“[illegible]”[illegible]reality-mantra[illegible]“[illegible]5[illegible]……[illegible]……”

[illegible]languaging[illegible]17—4[illegible]4[illegible]

[illegible] 4 [illegible]

[illegible] 17—4 [illegible] 7 [illegible] 4 [illegible]

[illegible] —— [illegible] “[illegible]” [illegible]

[illegible]

[illegible] 17—4 [illegible]

[illegible]

[illegible] 5 [illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]

[illegible]

THEORY U

Leading from the Future as It Emerges

18

自然流现的原则和实践：引领深刻的创新和变革

[illegible]“[illegible]”[illegible]5[illegible]5[illegible]18—1[illegible]

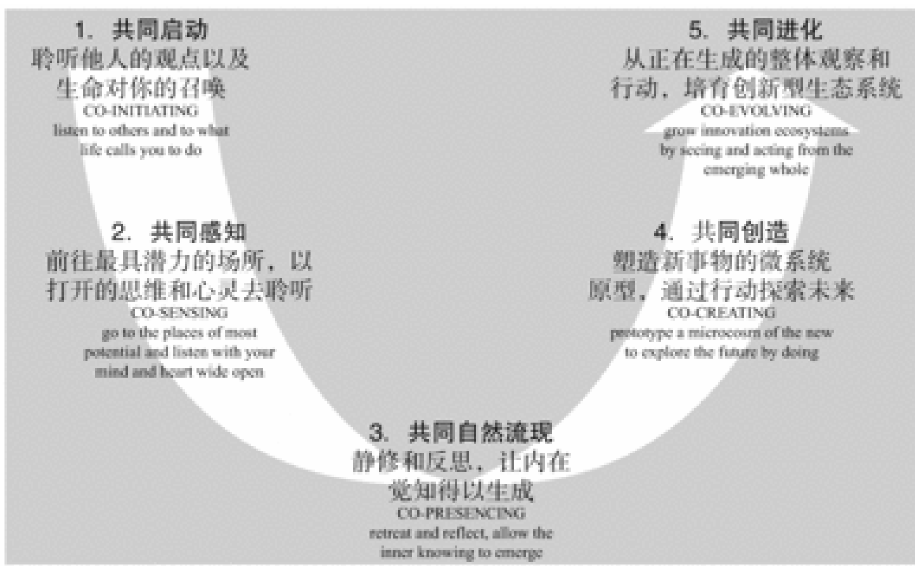


图 18—1　U 型过程的 5 项运动

[illegible]U[illegible]“[illegible]”[illegible]

[illegible]

[illegible]4[illegible]18—2[illegible]

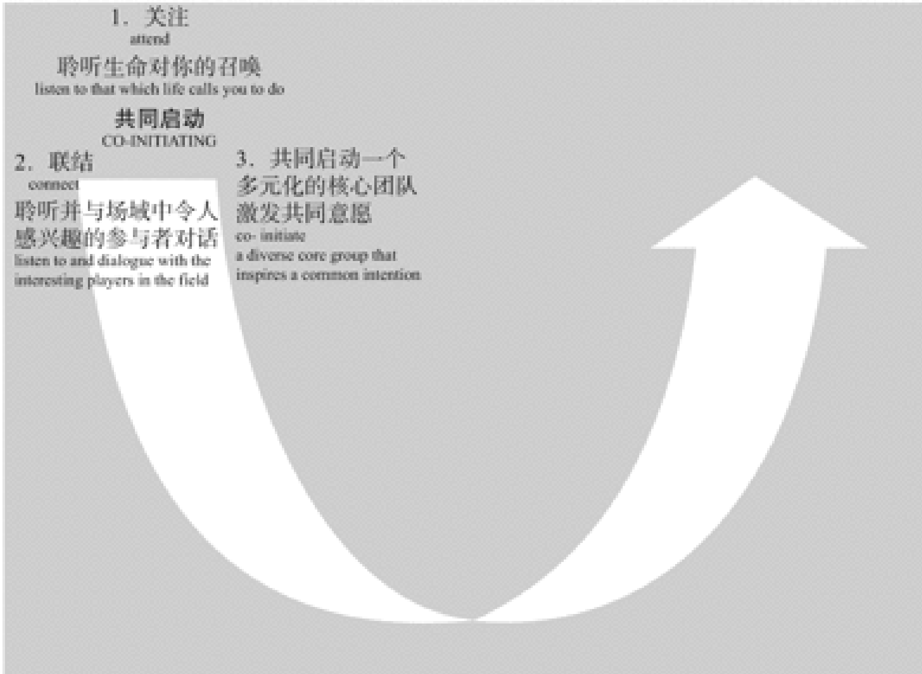


图 18—2　第一项运动：共同启动

1[illegible]U[illegible]·[illegible]“[illegible]”[illegible]“[illegible]”[illegible]U[illegible]“[illegible]”[illegible]U[illegible]process consultation[illegible]

[illegible]MBA[illegible]·[illegible]Neil Cantor[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”

[illegible]4[illegible]

2[illegible]

[illegible]——[illegible]

[illegible]

[illegible]1[illegible]UN Global Compact[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]5~7 [illegible]5~10[illegible]CEO[illegible]

[illegible]10[illegible]CEO[illegible]——[illegible]“[illegible]——[illegible]”

[illegible]2[illegible]CEO[illegible]90[illegible]

[illegible]IT[illegible]“[illegible]”[illegible]4[illegible]

[illegible]“[illegible]‘[illegible]’[illegible]‘[illegible]’”

“[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]‘[illegible]’[illegible]”

[illegible]1[illegible]“[illegible]‘[illegible]’[illegible]——[illegible]”[illegible]“[illegible]”[illegible]

[illegible]2[illegible]

[illegible]5[illegible]6[illegible]7[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

3[illegible]“[illegible]”[illegible]——[illegible]“[illegible]”[illegible]——[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]

[illegible]

[illegible]1[illegible]10[illegible]

[illegible]7[illegible]“[illegible]”[illegible]ELIAS[illegible]Emerging Leaders for Innovation Across Sectors[illegible]6[illegible]

[illegible]2[illegible]7[illegible]U[illegible]

[illegible]6[illegible]6[illegible]6[illegible]4[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

◎ [illegible]

◎ [illegible]“[illegible]”[illegible]

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◎ [illegible]

◎ [illegible]

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[illegible] 18—3 [illegible]

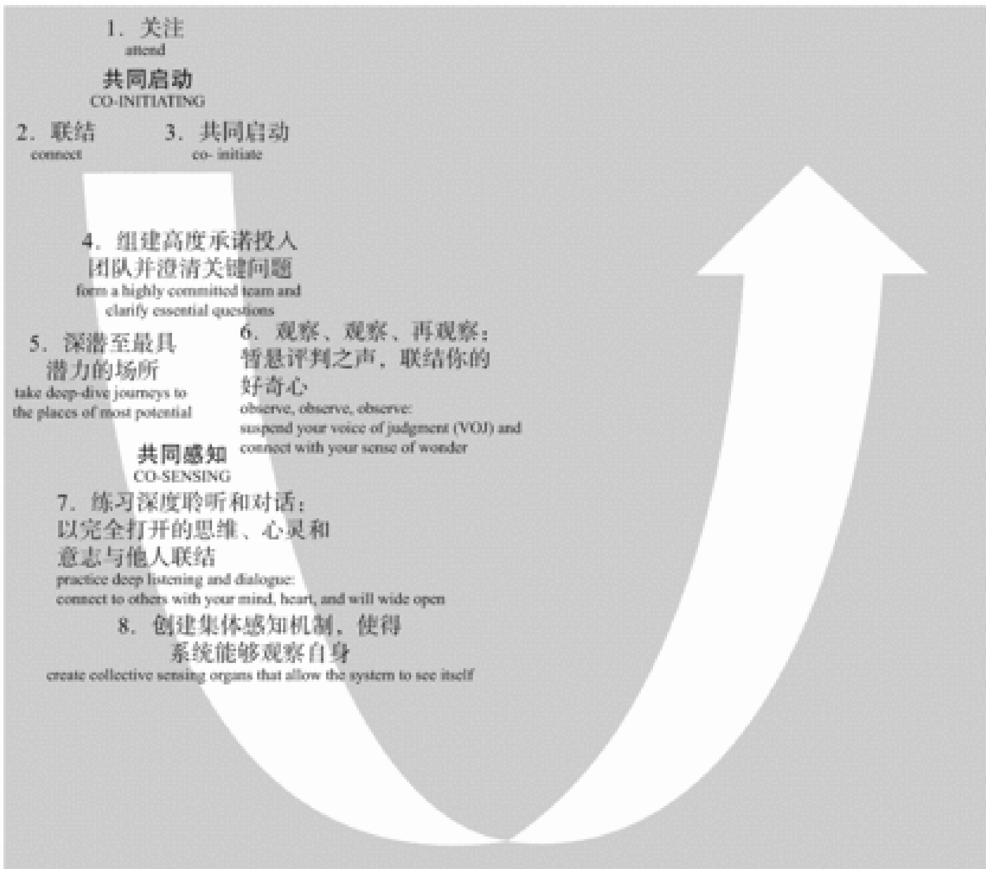


图 18—3　第二项运动：共同感知

4 [illegible] 4 [illegible] 6 [illegible] 9 [illegible]

（1）[illegible] 5 [illegible] 30 [illegible] 35 [illegible]

（2）[illegible]“[illegible]”[illegible] 30~50 [illegible] 5~7 [illegible]

◎ What

◎ Why

◎ How

◎ Who

◎ When

where

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◎ “ ”

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5

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1

6

3

3

3

2

“[illegible]IT[illegible]‘[illegible]’[illegible]”

“[illegible]‘[illegible]’[illegible]B[illegible]”

“[illegible]9[illegible]7[illegible]——[illegible]‘[illegible]’[illegible]B[illegible]5[illegible]”

“[illegible]‘[illegible]’[illegible]2007[illegible]”

“[illegible]B[illegible]6[illegible]50%[illegible]B[illegible]‘[illegible]’[illegible]”

B[illegible]

B[illegible]“[illegible]——[illegible]”

[illegible]“[illegible]”

[illegible]

[illegible]5[illegible]

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[illegible]3[illegible]

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[illegible]5[illegible]

[illegible]6[illegible]

[illegible]7[illegible]

[illegible]8[illegible]

[illegible]9[illegible]

[illegible]10[illegible]

[illegible]11[illegible]

[illegible]12[illegible]

6[illegible]

[illegible]1981[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]

[illegible]“[illegible]”[illegible]“[illegible]”[illegible]·[illegible]“[illegible]‘[illegible]’[illegible]”

[illegible]5[illegible]

7[illegible]4[illegible]“[illegible]”[illegible]1[illegible]2[illegible]3[illegible]4[illegible]

[illegible]1[illegible]·[illegible]

[illegible]“[illegible]”[illegible]

[illegible]

[illegible]4[illegible]

[illegible]

[illegible]3[illegible]4[illegible]

[illegible]2[illegible]2004[illegible]

[illegible]“[illegible]”

[illegible]“[illegible]”

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[illegible]1[illegible]4[illegible]3[illegible]4[illegible]
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[illegible]——[illegible]
[illegible]4[illegible]

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[illegible]4[illegible]
[illegible]

- ◎ [illegible]
- ◎ [illegible]
- ◎ [illegible]6[illegible]
- ◎ [illegible]

8[illegible]
[illegible]
[illegible]

[illegible]—[illegible]
[illegible]130[illegible]“[illegible]
[illegible]”

[illegible]“[illegible]”[illegible]·[illegible]
[illegible]Juanita Brown[illegible]·[illegible]David Isaacs[illegible]·[illegible]Toke
Moller[illegible]

[illegible]
[illegible]7[illegible]
7[illegible]

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18—4

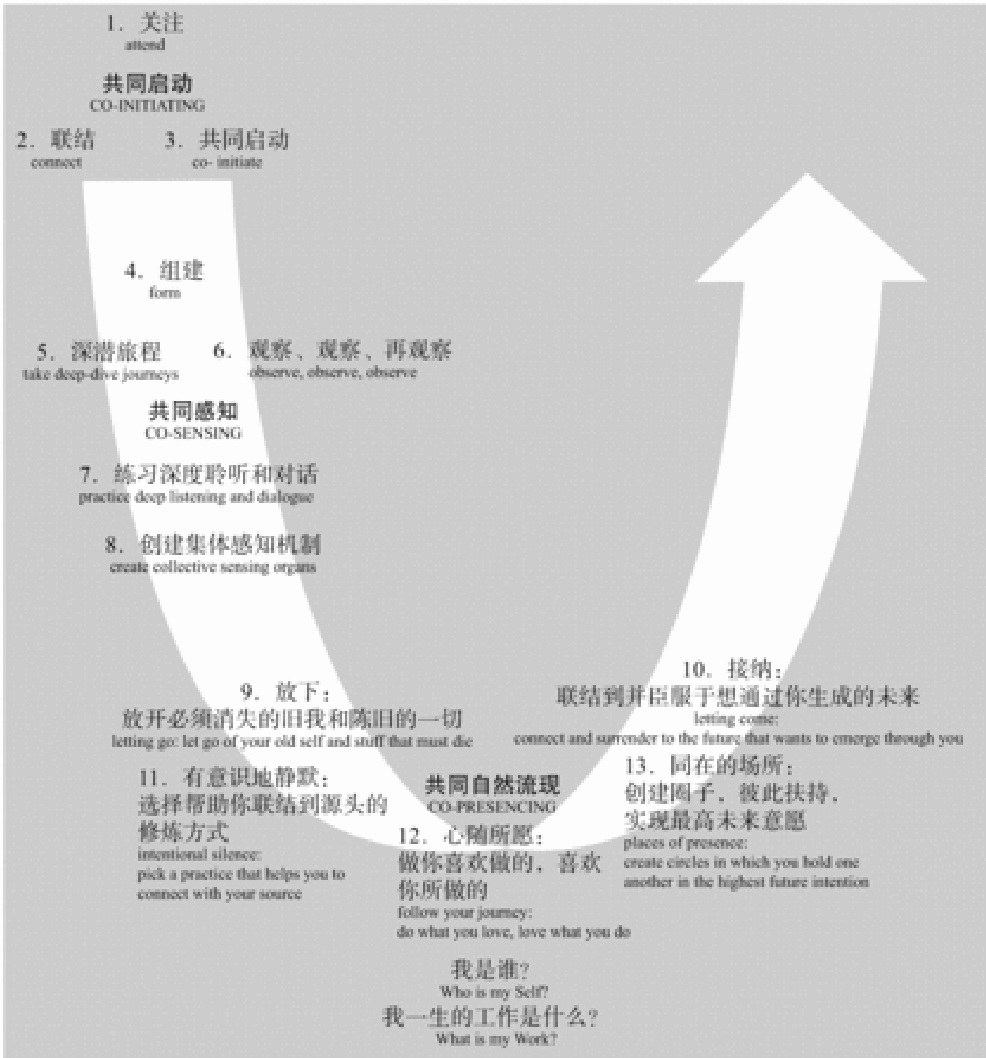


图 18—4　第三项运动：共同自然流现

9 U

U

[illegible]U[illegible]VOJ[illegible]VOC[illegible]VOF[illegible]——[illegible]

[illegible]·[illegible]“[illegible]‘[illegible]’[illegible]·[illegible]George Plimpton[illegible]‘[illegible]’[illegible]‘[illegible]’”

“[illegible]‘[illegible]?’[illegible]‘[illegible]’[illegible]”

[illegible]4[illegible]

◎ [illegible]

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◎ [illegible]“[illegible]”[illegible]

◎ [illegible]——[illegible]

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10[illegible]——[illegible]——[illegible]

[illegible]4[illegible]

[illegible]

[illegible] U [illegible]11[illegible]13[illegible]

11[illegible]U[illegible]

[illegible]1[illegible]150[illegible]

[illegible]1[illegible]“[illegible]”[illegible]

[illegible]10~30[illegible]

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◎ [illegible]

◎ [illegible]

◎ [illegible]

◎ [illegible]——[illegible]

◎ [illegible]

[illegible]·[illegible]John Miltion[illegible]awareness training[illegible]“[illegible]”[illegible]Way of Nature Fellowship[illegible]“[illegible]”[illegible]Sacred Passage[illegible]“12[illegible]”[illegible]7[illegible]“[illegible]”[illegible]——[illegible]10[illegible]30~60[illegible]

[illegible]

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[illegible]2[illegible]3[illegible]6[illegible]6[illegible]“[illegible]6[illegible]”[illegible]·[illegible]Peter Brunner[illegible]“[illegible]80%[illegible]”

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[illegible]3[illegible]/[illegible]Witten/Herdecke[illegible]·[illegible]——[illegible]·[illegible]“[illegible]”[illegible]“[illegible]”“[illegible]”[illegible]4[illegible]·[illegible]

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[illegible]7[illegible]10[illegible]11[illegible]

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[illegible]7[illegible]——[illegible]

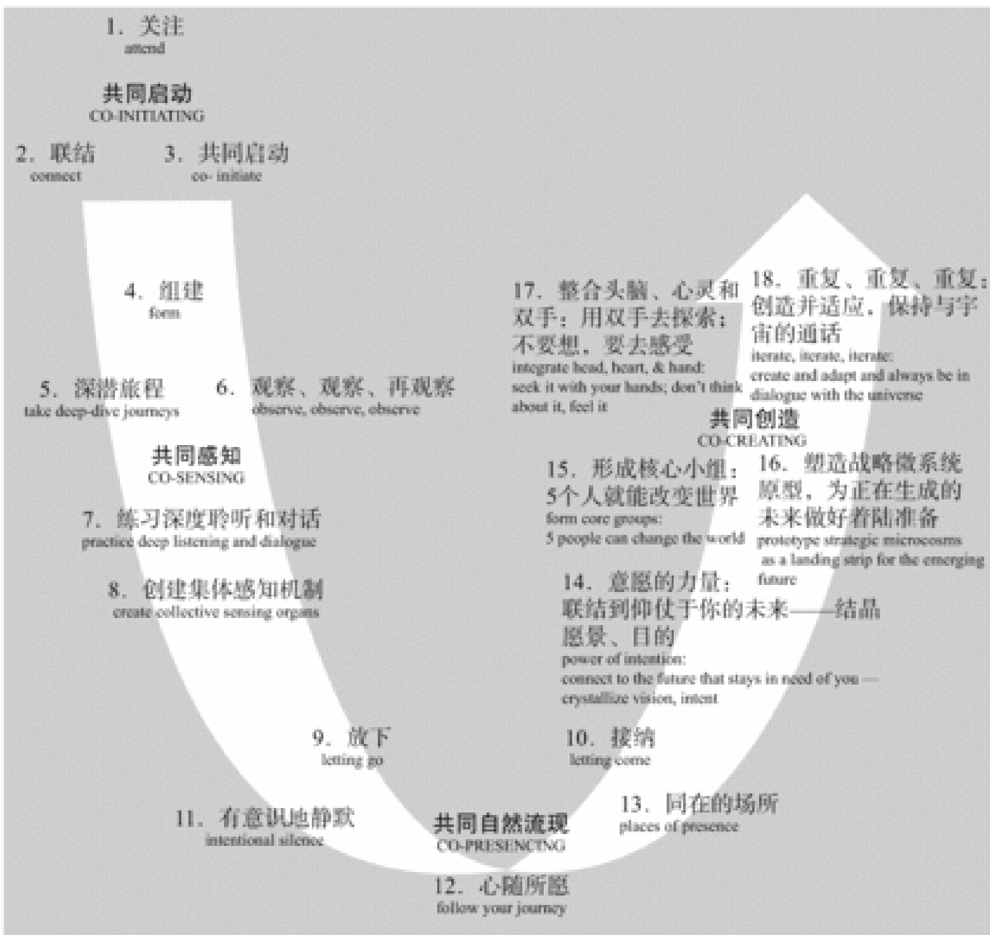


图 18—5　第 4 项运动：共同创造

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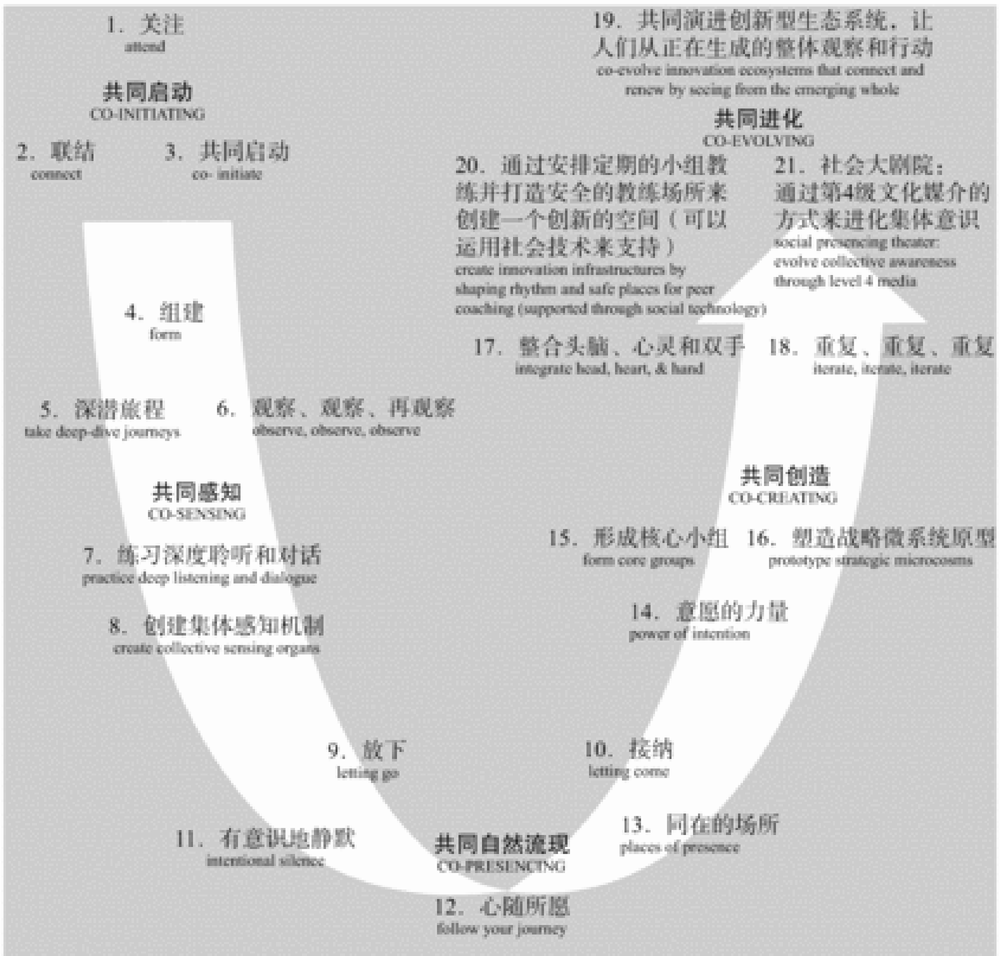


图 18—6　第 5 项活动：共同进化

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- [illegible]/[illegible]
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22[illegible]“[illegible]”

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[illegible]18—7[illegible]“U[illegible]”[illegible]1[illegible]24[illegible]

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THE SCULPTURE "7000 OAKS"
BY JOSEPH BEUYS
photo by Dieter Schwerdtle



图 18—7　24 项原则与 U 型实践

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[illegible]·[illegible]Charlotte Israel[illegible]·[illegible]Julius Israel[illegible]“[illegible]‘[illegible]’[illegible]……[illegible]‘[illegible]’”

[illegible]·[illegible]Nathan Stoltzfus[illegible]·[illegible]Eliza Holzer[illegible]Rudi[illegible]“[illegible]”

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3.[illegible]21[illegible]9[illegible]

[illegible]K1[illegible]K2[illegible]K3[illegible]

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附表　　9 种学习环境

知识 / 智力 Knowledge/ Intelligence	K1 非反思性知识： 没有自我反思的知识 K1 Non-reflective knowledge: knowledge without self-reflection	K2 自我反思性知识： 行动后的反思 K2 Self-reflective knowledge: reflection-on-action	K3 自我超越性知识： 行动中的反思 K3 Self-transcending knowledge: reflection-in-action
打开思维 IQ 清晰的 动态的复杂性 Open Mind IQ Explicit Dynamic complexity	授课 显性知识 填鸭式学习 Lecturing: explicit knowledge learning is to fill a barrel	培训 练习＋反馈 对练习的反思 Training: Practice+feedback Reflection on exercise	创造性练习 即兴练习，表演剧 运用想象 Creative Practice Improv, Theater Imagination-in-action
打开心灵 EQ 实体化的 社会复杂性 Open Heart EQ Embodied Social complexity	体验式行动、 项目、浸入， 同理漫步， 尚未具化的隐性知识 Experiential action, projects, immersion, empathy walk, tacit-embodied knowledge	案例诊所， 行动反思论文， 对话漫步， 对实体化知识的反思 Case Clinics, action-reflection papers, dialogue walk, reflection-on-embodied knowledge	实体化的同在 表演 真实的演讲 合气道，运用灵感 Embodied Presence Performing authentic speech Aikido, inspiration-in-action
Open Will SQ Not-yet-embodied Emerging complexity 打开意志 SQ 尚未具化的、 正在生成的 复杂性	Deep immersion practice: existential storytelling, total immersion journeys 深度浸入练习： 真实故事讲述， 彻底的浸入式旅程	Deep inversion practice: Guided journaling, Generative dialogue 深度反转练习： 引导日志， 生成性对话	Deep presence practice: room of silence, contemplative practices 深度同在练习： 寂静的房间，沉思 练习

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THEORY U

译者后记

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Voice of Judgment Voice of Cynicism Voice of Fear

H_2O

presencing

湛庐，与思想有关……

如何阅读商业图书

商业图书与其他类型的图书，由于阅读目的和方式的不同，因此有其特定的阅读原则和阅读方法，先从一本书开始尝试，再熟练应用。

阅读原则1 二八原则

对商业图书来说，80%的精华价值可能仅占20%的页码。要根据自己的阅读能力，进行阅读时间的分配。

阅读原则2 集中优势精力原则

在一个特定的时间段内，集中突破20%的精华内容。也可以在一个时间段内，集中攻克一个主题的阅读。

阅读原则3 递进原则

高效率的阅读并不一定要按照页码顺序展开，可以挑选自己感兴趣的部分阅读，再从兴趣点扩展到其他部分。阅读商业图书切忌贪多，从一个小主题开始，先培养自己的阅读能力，了解文字风格、观点阐述以及案例描述的方法，目的在于对方法的掌握，这才是最重要的。

阅读原则4 好为人师原则

在朋友圈中主导、控制话题，引导话题向自己设计的方向去发展，可以让读书收获更加扎实、实用、有效。

阅读方法与阅读习惯的养成

（1）回想。阅读商业图书常常不会一口气读完，第二次拿起书时，至少用15分钟回想上次阅读的内容，不要翻看，实在想不起来再翻看。严格训练自己，一定要回想，坚持50次，会逐渐养成习惯。

（2）做笔记。不要试图让笔记具有很强的逻辑性和系统性，不需要有深刻的见解和思想，只要是文字，就是对大脑的锻炼。在空白处多写多画，随笔、符号、涂色、书签、便签、折页，甚至拆书都可以。

（3）读后感和PPT。坚持写读后感可以大幅度提高阅读能力，做PPT可以提高逻辑分析能力。从写读后感开始，写上5篇以后，再尝试做PPT。连续做上5个PPT，再重复写三次读后感。如此坚持，阅读能力将会大幅度提高。

（4）思想的超越。要养成上述阅读习惯，通常需要6个月的严格训练，至少完成4本书的阅读。你会慢慢发现，自己的思想开始跳脱出来，开始有了超越作者的感觉。比拟作者、超越作者、试图凌驾于作者之上思考问题，是阅读能力提高的必然结果。

好的方法其实很简单，难就难在执行。需要毅力、执著、长期的坚持，从而养成习惯。用心学习，就会得到心的改变、思想的改变。阅读，与思想有关。

[特别感谢：营销及销售行为专家 孙路弘 智慧支持！]

我们出版的所有图书，封底和前勒口都有“湛庐文化”的标志

并归于两个品牌

找“小红帽”

为了便于读者在浩如烟海的书架陈列中清楚地找到湛庐，我们在每本图书的封面左上角，以及书脊上部 47mm 处，以红色作为标记——称之为**“小红帽”**。同时，封面左上角标记**“湛庐文化 Slogan”**，书脊上标记**“湛庐文化 Logo”**，且下方标注图书所属品牌。



湛庐文化主力打造两个品牌：**财富汇**，致力于为商界人士提供国内外优秀的经济管理类图书；**心视界**，旨在通过心理学大师、心灵导师的专业指导为读者提供改善生活和心境的道路。

阅读的最大成本

读者在选购图书的时候，往往把成本支出的焦点放在书价上，其实不然。

时间才是读者付出的最大阅读成本。

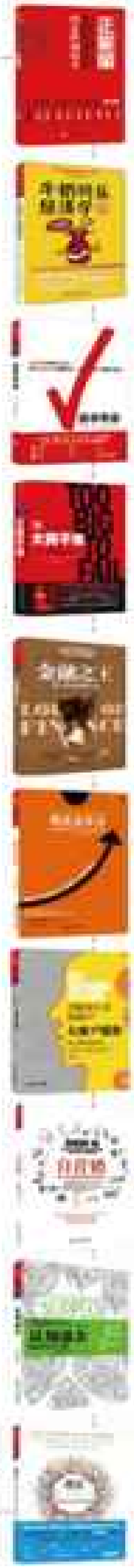
阅读的时间成本=选择花费的时间+阅读花费的时间+误读浪费的时间

湛庐希望成为一个“与思想有关”的组织，成为中国与世界思想交汇的聚集地。通过我们的工作和努力，潜移默化地改变中国人、商业组织的思维方式，与世界先进的理念接轨，帮助国内的企业和经理人，融入世界，这是我们的使命和价值。

我们知道，这项工作就像跑马拉松，是极其漫长和艰苦的。但是我们有决心和毅力去不断推动，在朝着我们目标前进的道路上，所有人都是同行者和推动者。希望更多的专家、学者、读者一起来加入我们的队伍，在当下改变未来。

湛庐文化 Cheers Publishing 与思想有关

湛庐文化2008-2012年获奖书目



《正能量》

《新智囊》2012年经管类十大图书，京东2012好书榜年度新书。

35年职业经理人养成心得，写给有追求的职场人。

聆听总裁的职场故事，发掘自己与生俱来的正能量。

《牛奶可乐经济学》

国家图书馆"第四届文津奖"十本获奖图书之一，唯一获奖的商业类图书。

搜狐、《第一财经日报》2008年十本最佳商业图书。

用经济学的眼光看待生活和工作，体验作为"经济学家"的美妙之处。

《清单革命》

《中国图书商报》商业类十大好书。

全球思想家正在读的20本书之一。

一场应对复杂世界的观念变革，一部捍卫安全与正确的实践宣言。

《大而不倒》

《金融时报》·高盛2010年度最佳商业图书入选作品。

美国《外交政策》杂志评选的全球思想家正在阅读的20本书之一。

蓝狮子·新浪2010年度十大最佳商业图书，《智囊悦读》2010年度十大最具价值经管图书。

一部金融界的《2012》，一部肯·福莱特式的鸿篇巨制。

《金融之王》

《金融时报》·高盛2010年度最佳商业图书。

蓝狮子2011年度十大最佳商业图书，《第一财经日报》2011年度十大金融投资书籍。

一部优美的人物传记，一部独特视角的经济金融史。

《快乐竞争力》

蓝狮子2012年度十大最佳商业图书。

赢得优势的7个积极心理学法则，全美10大幸福企业"幸福感"培训专用书。

《大客户销售》

蓝狮子·新营销2012最佳营销商业图书。

著名营销及销售行为专家孙路弘最新作品，一本提升大客户销售能力的实战秘笈。

《自营销》

百道网2013年度潜力新书。

全球最具创意广告公司CP+B掌门人的洞见之作，让好产品和好营销同唱一首歌。

《认知盈余》

2011年度和讯华文财经图书大奖。

看"互联网革命最伟大的思考者"克莱·舍基如何开启无组织的时间力量。

看自由时间如何成就"有闲"世界，如何引领"有闲"经济与"有闲"商业的未来。

《爆发》

百道网2013年度潜力新书。

大数据时代预见未来的新思维，超越《黑天鹅》的惊世之作，揭开人类行为背后隐藏的模式。

《微力无边》

2011年度和讯华文财经图书大奖"最佳装帧设计奖"。

中国最早的社会化媒体营销研究者杜子建首部作品，一部微博前传，半部营销后传。

《神话的力量》

《心理月刊》2011年度最佳图书奖。

在诸神与英雄的世界中发现自我，当代神话学大师约瑟夫·坎贝尔毕生精髓之作。

《真实的幸福》

《职场》2010年度最具阅读价值的10本职场书籍。

积极心理学之父马丁·塞利格曼扛鼎之作。

哈佛最吸引人、最受欢迎的幸福课。



湛庐文化 Cheers Publishing 与思想有关

延伸阅读

《系统之美：决策者的系统思考》



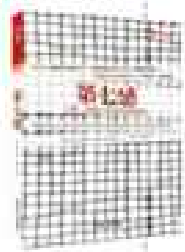
- “学习型组织之父”、《第五项修炼》作者彼得·圣吉的老师德内拉·梅多斯经典力作。她是世界上最伟大的系统思考大师之一，师从系统动力学创始人杰伊·福瑞斯特，是知名的“世界模型Ⅲ”主创人员，畅销书《增长的极限》作者。
- 系统思考泰斗10年手稿首度出版，详细陈述了系统的3大特征、8大陷阱与对策、12大变革方式以及15大生存法则。

《象与骑象人：幸福的假设》



- 作者乔纳森·海特，是美国著名心理学家，在积极心理学领域和道德心理学领域颇有成就。
- 马丁·塞利格曼、希斯赞特米哈伊、巴里·施瓦茨等众多知名人士，以及《自然》《卫报》《人物》《泰晤士报》《图书馆杂志》《三联生活周刊》等众多媒体，倾情推荐。

《第七感：心理、大脑与人际关系的新观念》



- 作者丹尼尔·西格尔是美国著名积极心理学家，代表作有《第七感》《由内而外的教养》以及《全脑教养法》。
- “情商与社交商之父”丹尼尔·戈尔曼重磅推荐并专文作序，本书为情商与社交商理论提供了基础。

《意识光谱》



- 超个人心理学大师肯·威尔伯成名之作。
- 作者肯·威尔伯的最大贡献就在于，帮助“我”时代追寻生命意义的所有人，找到一个含摄万有的整合洞见，实现科学与灵性的对话。

[1] Presencing[illegible]·[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]“[illegible]”[illegible]——[illegible]

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[12] 7[illegible]Circle of Seven[illegible]www.circleof 7.com[illegible]——[illegible]

[13] T[illegible]“[illegible]”[illegible]Sensitivity Training[illegible]·[illegible]1946[illegible]T[illegible]——[illegible]

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[17] [illegible]

[18] [illegible]·[illegible]Rupert Sheldrake[illegible]

[19] [illegible]“[illegible]”[illegible]Geheime Stuats Polizei[illegible]Gestapo[illegible]——[illegible]